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DELTA

FEATURING
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KYOTO

JANUARY 2015



GETTING
TO THE
HEART OF
JAMAICA

P. 72

START THE
NEW YEAR IN
PARIS:
1 CITY
(OF LIGHT),
5 WAYS

P. 63

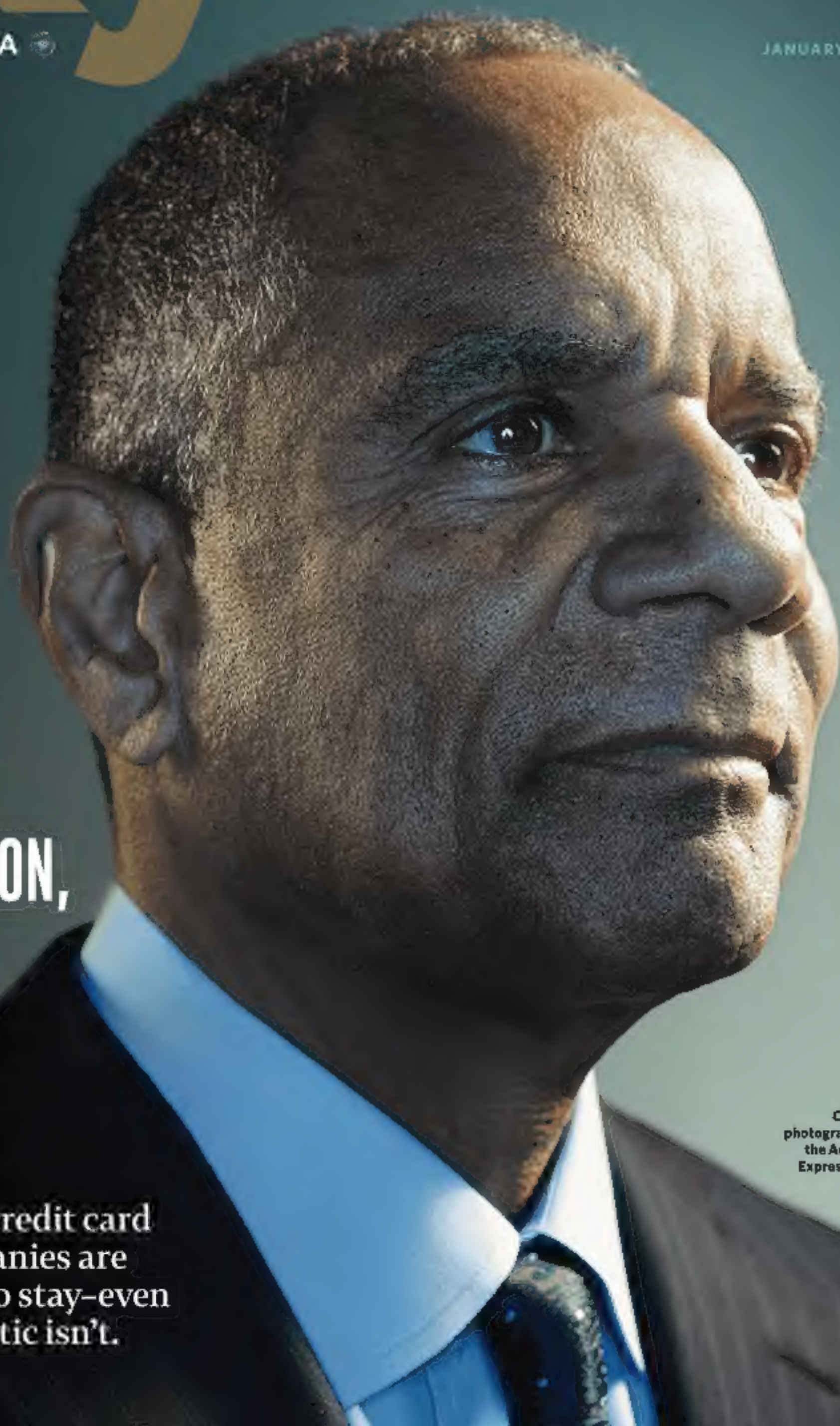
AMEX
CEO KENNETH
CHENAULT
ON REINVENTION,
TRUST
AND LEADING
INTO THE
FUTURE

P. 66

PLUS

Why credit card
companies are
here to stay—even
if plastic isn't.

Chenault
photographed at
the American
Express Tower
in NYC.





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January

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Artists, chefs, shop owners and hoteliers put traditional techniques into modern context in this city of history, *ryokan* and *kaiseki*.

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The CEO and chairman of American Express reflects on the company's place in the modern world, surviving crises and developing relationships with other brands.

PLUS: CASH, CREDIT OR IPHONE?
(P. 68) Will Apple Pay, Google Wallet and other mobile payment platforms mean the end of plastic?

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Soak up a little of the "yah, mon" attitude on this island of hidden beaches, bright cottages, unforgettable characters, jerk chicken and Red Stripe, all served up with a side of reggae.



The Pelican Bar sits on a sandbar near Treasure Beach, Jamaica, and serves up freshly caught fish and drinks.

ON THE COVER:
Kenneth Chenault
photographed
by Miller Mobley.

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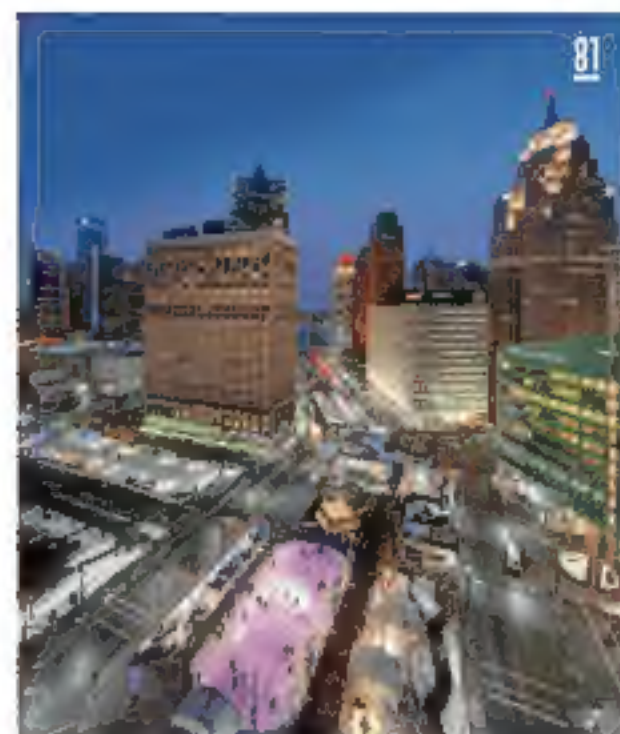
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January

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For bonus slideshows, videos and content, visit delta.com/sky-magazine.

Contributors



David Hochman

A self-described "freerange writer," David Hochman lives in L.A. but is always willing to take on assignments to far-flung places such as Jamaica, which he profiles on page 72. David also writes for *Esquire* and *GQ*.



Jennifer Buege

People often ask Paris veteran—and Skydeputy editor—Jennifer Buege for her must-dos when visiting the French capital. In "1 City 5 Ways" (page 63), she offers a handful of itineraries to kick-start exploration.



Miller Mobley

New York-based photographer Miller Mobley is best known for portraits of figures such as Meryl Streep, President Barack Obama and Brad Pitt. This month, he adds American Express CEO Kenneth Chenault to his portfolio (page 66).

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Richard Anderson,
CEO of Delta
Air Lines

One thing we have learned here at Delta Air Lines is that for our aspirations to be realized, our foundation must be solid. That has never been more true as we head into 2015. At Delta, a solid foundation means a balance sheet that allows flexibility and investment in our people and our products; a culture that drives results and fosters hospitality and service from the heart; and a strong, reliable and safe operation that engenders the trust of our customers.

As customers, we rarely think about the profitability of the companies we patronize. In Delta's case, the work we put into building record earnings for 2014 translates into our ability to invest \$2-3 billion to improve our fleet, products, facilities and technology—crucial elements in making your travel on Delta the best experience it can be. Our profits also will deliver an extra two months of pay to the people whose smiling faces help you make your reservation, guide you through the airport, welcome you onto our aircraft, fly you safely to your destination and make all the behind-the-scenes aspects of air travel easily taken for granted. Profit-sharing at Delta is core to who we are. This shared success breeds shared ownership, leading Delta people to be accountable to and take pride in offering you thoughtful, reliable service every day.

We also know that gaining your trust requires that we hold up our end of the agreement—getting you where you want to go, as scheduled. Our team of 80,000 Delta people worldwide expertly orchestrates thousands of tasks to make every takeoff happen, and happen on time. Last year, we delivered

5 THINGS TO KNOW ABOUT DELTA THIS MONTH

- 1 Starting January 14, Delta is expanding our award-winning Terminal 4 at NYC's JFK airport with 11 new gates. You can use the Fly Delta app to double-check your departure and arrival terminals.
- 2 Delta is the signature host sponsor of the King Center's annual Salute to Greatness Awards Dinner on January 17. This year, the event honors President Bill Clinton and Kaiser Permanente.
- 3 Delta recently flew 54 kids who were the 2014 Champions of Children's Miracle Network Hospitals to Orlando. The courageous kids, from all over the country, shared inspirational stories with corporate and hospital partners and the media.
- 4 Not a big fan of sitting in the middle? Then you may be glad to learn that among all U.S. airline carriers, Delta has the smallest percentage of middle seats. Just 16 percent of our seats are in the middle.
- 5 Delta is honored to be the top-rated business airline in *Business Travel News'* 2014 Annual Airline Survey. This is the fourth year in a row that Delta received the top ranking—a first for any airline—and we plan to continue raising the bar higher.



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As always, the people of Delta have your back, and we look forward to making 2015 even better.

Thanks for flying with us.

Sincerely,

Richard

Richard Anderson
Chief Executive Officer
Delta Air Lines



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Como clientes, muy pocas veces pensamos en la rentabilidad de las empresas que apoyamos. En el caso de *Delta*, el esfuerzo que realizamos para lograr las ganancias récord que obtuvimos en el 2014 se hace evidente en nuestra habilidad de invertir entre US\$2 y 3 mil millones para mejorar nuestra flota, los productos, las instalaciones y la tecnología, los cuales son elementos cruciales para hacer que usted tenga la mejor experiencia posible cuando viaje por *Delta*. Las ganancias también representan dos meses de salario extra para todas las caras sonrientes que le ayudan a hacer sus reservaciones, que lo guían a través de los aeropuertos, que le dan la bienvenida a bordo de nuestros aviones, que lo transportan con seguridad a su destino y que se encargan de facilitar todos los otros aspectos a los que a veces no damos importancia al volar. El sistema de distribución de ganancias en *Delta* es la esencia de lo que somos como empresa ya que la participación de los empleados en el éxito de la compañía crea un sentido de propiedad comunal que se manifiesta en su responsabilidad y orgullo al ofrecerle un servicio confiable y de corazón todos los días.

También reconocemos que el ganar su confianza requiere que nosotros cumplamos con lo que prometemos: transportarlo a la hora establecida a donde desea viajar. Nuestro experimentado equipo mundial de 80,000

empleados lleva a cabo miles de tareas para asegurarse que cada despegue se realice a la hora establecida. De acuerdo a las estadísticas, el año pasado logramos establecer más de 80 días sin cancelaciones en nuestro servicio regular de la aerolínea y pudimos volar a tiempo a nuestros clientes a sus destinos el 84 por ciento de las veces. Ninguna aerolínea de nuestro tamaño iguala este nivel de confiabilidad y tenemos como meta superarlo en 2015.

En los próximos ocho años *Delta* incorporará más de 200 nuevas aeronaves a su flota. También continuamos transformando el interior de los aviones actualmente en servicio para darles una apariencia moderna incorporando tomacorrientes, aumentando el espacio de los compartimientos para el equipaje, ofreciendo Wi-Fi y entretenimiento a través de *Delta Studio*. Al final del próximo año todas las cabinas de nuestra flota estarán actualizadas cumpliendo con el proceso de modernización que se inició hace seis años. Nuestro enfoque en las comidas auténticas y regionales, en los vinos y la cerveza artesanal constituye una de las delicias que le ofrecemos en sus viajes.

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Como siempre, el personal en *Delta* cuenta con su confianza y estamos comprometidos a que 2015 sea un año mucho mejor.

Cordialmente,



Richard Anderson
Director Ejecutivo
Delta Air Lines



1 Este mes *Delta* viaja desde LAX a cinco destinos costeros en México: Cancún, Puerto Vallarta, Mazatlán, Manzanillo y Zihuatanejo.

2 *Ritmo Caliente*. Sintonice *Ritmo Caliente*, nuestro canal de audio a bordo con los ritmos latinos de moda.



3 ¿Va a volar desde New York-JFK? *Delta* puede llevarlo a tres ciudades en la República Dominicana: Santo Domingo, Santiago y Punta Cana.



4 Despegando. No dejes de leer nuestra sección en español en la página 125 de *SKY*.

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THE FIRST BREATH OF SPRING

Cherry blossom viewing in Tokyo

Delicate pink petals float down over picnickers, their blankets and groundcovers spread with a splendid repast. Cameras snap, children frolic and couples with fingers intertwined gaze dreamily at the scene above: fluffy cotton candy trees reminiscent of Wonka or Wonderland, standing sentry in resplendent puffs all throughout the park. A light, delicious spring breeze causes another soft flurry, and pale green leaves are just beginning to unfurl beneath the blushing clusters.

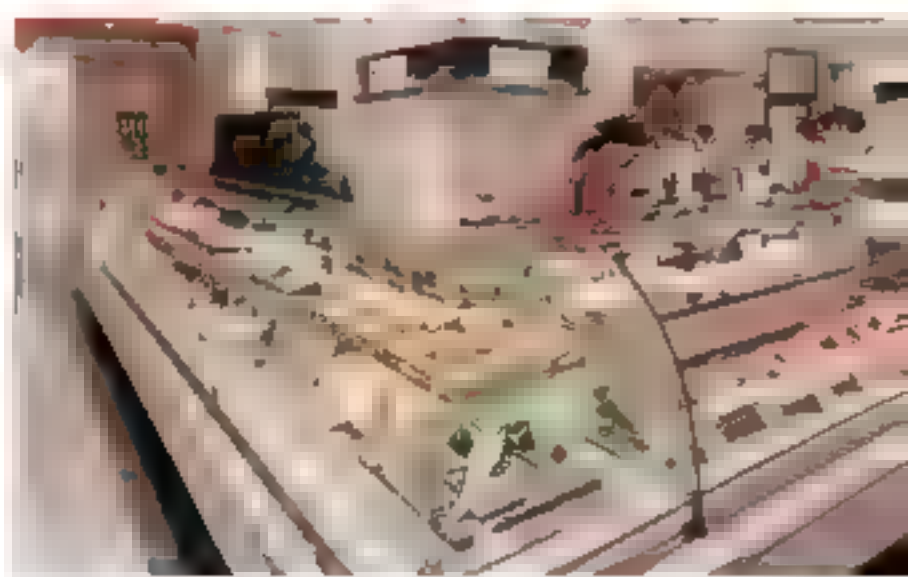
Perhaps Japan's most famed seasonal celebration involves *sakura*—cherry blossoms—and *hanami*—literally “flower viewing.” Around late March or early April, Tokyo comes alive with people reveling in the fleeting beauty of these fragile blooms. This *hanami* period lasts for a few weeks at most. So when the blossoms bloom, everyone drops what they're doing to head to the park with friends, family and colleagues to experience this brief, magical period. Many Japanese look at the sweet pink blossoms with a glad heart, eager to welcome spring and the joys of warm weather, sunshine and new life.

The four seasons are very important in Japan, and other seasonal pleasures are also closely observed. In summer, beachgoers flock to the ocean, and people don colorful, summer kimonos called *yukata* to attend the many festivals held during this period. In autumn, people delight in the changing of the leaves, and eat special sweets and put out decorations for the harvest moon.



In winter, visiting family for the New Year celebration is first and foremost. Symbolic foods are eaten, children are given gifts of money, and the whole family visits shrines and temples to usher in the new year.

Hanami has been practiced in Japan for more than 1,000 years, and cherry trees come in many varieties. But the signature *sakura* is from a tree called the *Somei Yoshino*—the translucent pink flowers that epitomize the *hanami* experience. First cultivated in the Edo era in the area of Tokyo now known as Komagome, the tree gained popularity during Meiji times, and today has come to represent the very image of spring and *hanami*.



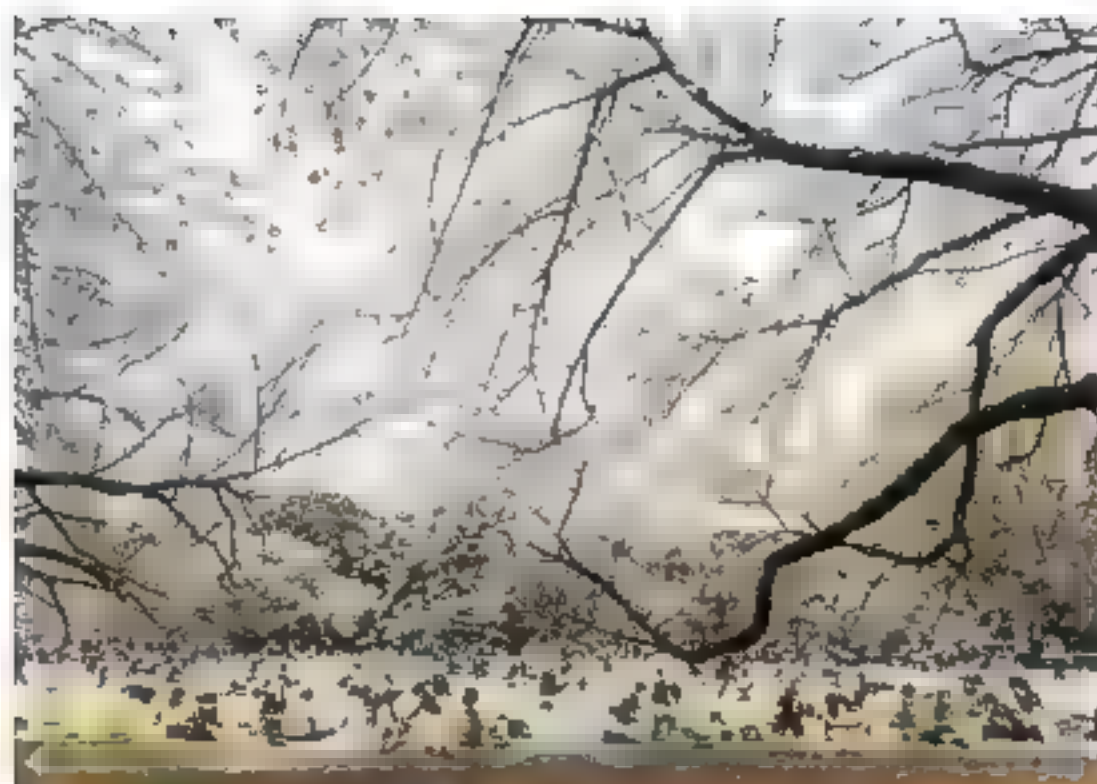
DELECTABLE DEPACHIKA

When getting ready to attend your *hanami* gala, the *depachika* is the perfect place to pick up picnic provisions for your party. *Depachika* means department store basement, but there's not a dark corner or storage area to be found—rather, a smorgasbord of culinary delights stretches out, beckoning from every spotlessly gleaming counter.

BENTOS—LUNCH MADE DIVINE

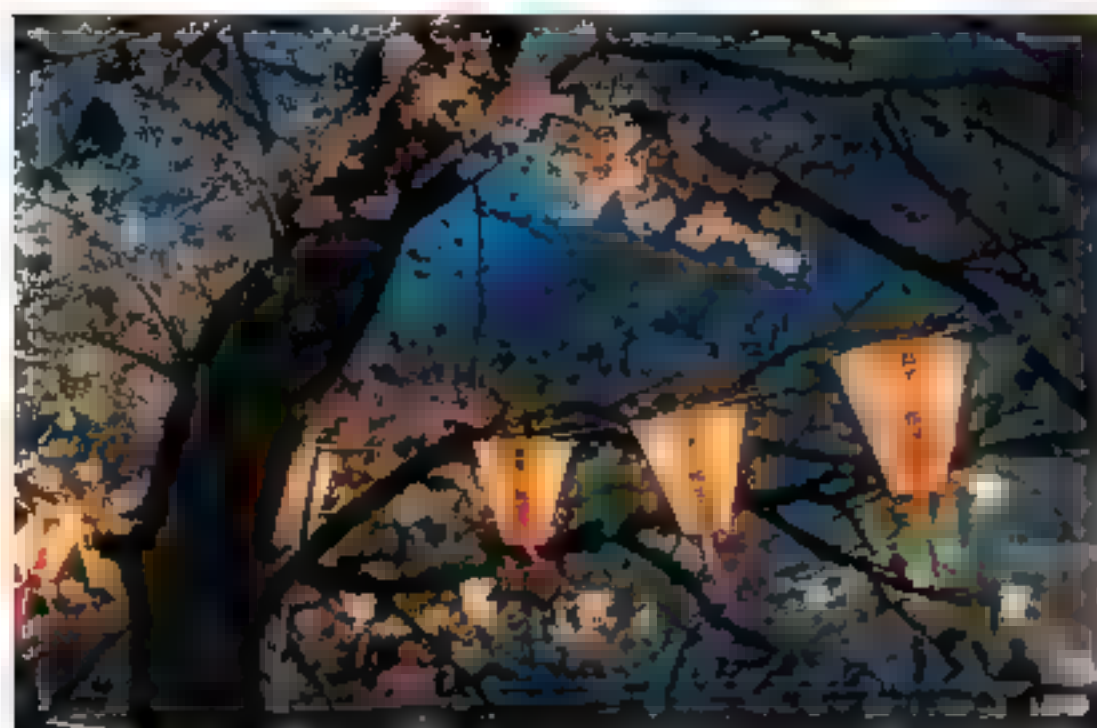
Depachika are excellent places to find a mouthwatering array of *bentos*. A *bento* is a kind of lunchbox, and when you think of “lunchbox,” you may picture a limp salad,





HANAMI DAY OR NIGHT

You don't get a more lively, festive atmosphere than **Yoyogi Park**. A sea of people gathers here for hanami and the park is one giant party. Go early to stake out a spot—this park is truly chockablock at sakura time. The **Sumida River** has great views of the Tokyo Skytree through the blossoms and at night, cruises float down the cherry tree-lined river. The **Nakameguro** neighborhood is a happening hanami spot at night—the Meguro River is lined with cherry trees and funky, stylish cafes and boutiques flank both sides.



yesterday's leftovers to be reheated in the microwave or a PB&J in a wrinkled, brown paper sack. Japanese bentos exist in another dimension from those sad desk lunches. Bentos are lovingly created to tantalize the senses—not just taste but eye-popping colors, clever and beautiful arrangements, delicate aromas, balanced textures and the fresh snap of crispness.

During hanami season, special sakura-themed bentos can be purchased at places such as the Isetan department store in Shinjuku. For example, you can find impeccably prepared spring vegetables like bamboo shoots and tender greens, bits of thin Japanese omelet, a few stunning pieces of fish, or a tempura-battered shrimp, all with a bed of perfectly cooked, glistening white rice flecked with herbs or pickles or formed into sakura-shaped rice balls.



WAGASHI—A TREAT FOR THE EYES AND TASTEBUDS

In addition to bentos, the *depachika* is a fabulous source for *wagashi* or Japanese-style sweets. Try *dango*—a mochi-type dumpling on a skewer that comes in an array of flavors from savory soy sauce to sweet red bean paste. *Sakura mochi* is a seasonal offering consisting of a sweet pink mochi filled with red bean paste and wrapped in an edible sakura leaf. These fresh treats are made with exquisite attention to detail to bring to mind the flavors and impressions of spring. Take them along to the park and add them to your picnic!

HENRI DAUSSI



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Wheels Up

January 2015

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ASE

ASPEN—The **X Games** will get your adrenaline pumping as the world's best snowboarders, snowmobilers and skiers attempt challenging courses and wild stunts. **Buttermilk Mountain, January 2-25**, xgames.espn.go.com

YUL

MONTREAL—See works from the 20th century's most acclaimed artists at **Van Gogh to Kandinsky**, which explores the cross-cultural influences of early modernist movements. **Museum of Fine Arts Through January 25**, mbam.qc.ca

JFK

NEW YORK—**Killer Heels** traces the footwear's history from French royalty to Ferragamo. **Brooklyn Museum Ends February 15**, brooklynmuseum.org



SAT

SAN ANTONIO—Reve in a. I things gaming at **PAX South**, including The Omegathon multiday elimination tourney with competitions in tabletop, console, PC and more. **Henry B. Gonzalez Convention Center January 23-25**, south.paxsite.com

AMS

AMSTERDAM—Pick your own flower from the stunning temporary garden of 200,000 blossoms on **National Tulip Day**. **Dam Square, January 17**, holland.com



Canadian illustrator and letterer **Darren Booth** worked with paint and collage to design this month's world map. "I was inspired to lay the collage elements in a more organized fashion because the world always seems to look so organized when we view it from a plane," he says.



TRENDING

Lima, Peru

Barranco, the city's "it" neighborhood, sizzles with new energy

Why Now: Peru's cosmopolitan center has emerged as South America's dining capital, with homegrown chefs such as Gastón Acurio and the young Virgilio Martínez leading the charge. The seaside Barranco neighborhood is the city's latest cultural hub, with old mansions being reimaged into galleries, museums and even an art-focused hotel.

Where to Go: Begin with ceviche, the city's quintessential dish made of chunks of raw fish "cooked" in lime juice. At La Pescadería, chef Pedro Miguel Schiaffino focuses on sustainable seafood, offering everything from marlin to the more classic tuna. Stop by the cultural center MATE, which native son and fashion photographer Mario Testino opened to give his portraits of Kate Moss and other icons a permanent home. Just over a mile north, the year-old Museo de Arte Contemporáneo is an epicenter of art from the '60s and beyond, including abstract works by Peruvian painter/sculptor Fernando Szyszlo. Rest your head at Hotel B, a former belle époque mansion where you'll find 17 chic yet understated rooms, contemporary art from the neighboring Lucía de la Puente Gallery and a rooftop lounge overlooking the Pacific. —**BROOKE PORTER KATZ**

Dédaio

A treasure trove of pottery, textiles and other regional hand-made crafts.

Escudo

Pick up a handwoven, embroidered dress at designer Chiara Macchiavello's appointment-only showroom.

La 73

Named for a local bus, La 73 serves a mean *tomo sofrito*, a typical Peruvian beef dish.



INDUSTRY BUZZ

Q & A WITH SEAN MACPHERSON

Hotelier and restaurateur

Sean MacPherson oversees an uber-cool bicoastal hospitality portfolio that stretches from The Jane in Los Angeles to the Ludlow and The Marton hotels in NYC to the Roger Room speakeasy in LA.

Q What makes a great hotel?

A It's a sucker for history and gravitas, respond to places where the soul of the place remains, especially in a world that's so corporatized.

Q What trends are you seeing in the hotel industry?

A Hoteliers are drilling down on their individual niches and

places in the marketplace. You see more and more high-style youth hostel-type hotels. But there are also so many super high-end hotels opening, too.

Q What are your favorite hotels, besides your own?

A The Ritz in Paris is so iconic, it really couldn't

exist anywhere else, also, like the Marmara in Türkiye, Turkey.

Q How important is the service component?

A It's absolutely critical. Service starts with people being friendly and who look to solve problems. I don't like service that is too scripted.



EDITORS' PICKS: NEW HOTELS, RESTAURANTS, POP CULTURE BUZZ & MORE

1

Book a room at the new **Four Seasons Dubai**, which has 10 restaurants, three pools and one luxurious spa—all with stylish contemporary Arabic décor.

2

Eateries in **Austin, NYC, LA and Miami** are pitted against each other on Bravo's latest TV competition, **Best New Restaurant**. Premieres January 21.



3

A well-mustachioed Johnny Depp stars in the crime comedy **Mortdecai**, along with Ewan McGregor, Gwyneth Paltrow and Olivia Munn. Out January 23.

4

Minneapolis welcomes cross-country skiers, snowshoers and winter enthusiasts for a weekend of events during the **City of Lakes Loppet Ski Festival**. January 30–February 1.

5

In Atlanta, the **Martin Luther King Jr. Day of Service** gathers thousands of volunteers to work on projects honoring civil rights leaders. January 19.



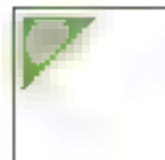
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Worldwide Weather

There are five desks in Delta's meteorology department, each one covers a different part of the world and is staffed 24-7

All Is Calm

The quietest time of the year weather-wise? "Often never, but generally September through October, provided there are no hurricanes or tropical activity," says Delta meteorologist Tom Fahey. "The temperature contrasts over the continents simmer down and you get nice quiet fall weather in the Northern Hemisphere."

Dennis Bernhardt, system operations manager

BEHIND THE SCENES

Weather Central

Mother Nature can throw one heck of a punch when she wants to—just look at the snowstorm that clobbered Buffalo in November. Or the one-two punch from Hurricane Sandy in the New York City area in 2012, with up to a foot of snow one week later. "That double shot was very challenging," says Tom Fahey, meteorology manager in Delta's Operations and Customer Center and a 37-year industry veteran. Weather obviously plays a big role in airport operations, and Delta is the only passenger airline to have its own around-the-clock meteorology department, which includes 26 forecasters. They're part of a 400-person group that ensures that passengers experience as little disruption as possible. Flight dispatchers and pilots consult the data from Fahey's team to determine fuel loads and to select routes to avoid strong turbulence, volcanic ash and other weather hazards. In addition, the operations management team uses the forecasts to predict the impact that weather will have on airport facilities and air traffic control. If any adjustments to the flight schedule need to be made, Delta's customer notification team jumps into action.

Stats

Of the 1 million flights Delta operates each year, 99.7 percent of them are completed without a cancellation, an industry-leading accomplishment. Pilots, flight attendants, station representatives and many others at the airline work together to make sure each flight runs smoothly.



MEDALLION PICK

PULLMAN BANGKOK KING POWER

"[This hotel] is a gorgeous oasis close to Victory Monument," says Diamond Medallion member Steve Kinnard of Savannah, Georgia. "It's a so-so very short walk to enjoy the hustle and bustle of downtown Bangkok and the famous Saxophone Pub & Restaurant."

HOT LIST

Travel Accessories

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EDITORS' PICK

Easy Bistro & Bar

This new year, we're embracing old favorites. Easy Bistro & Bar in Chattanooga, Tennessee, may be gearing up to celebrate its 10th anniversary, but it hasn't lost any of the creative zip that makes it one of the best places in the city. The restaurant sources ingredients from local farms for unforgettable dishes—from smoked pork belly with poached pears to sautéed speckled sea trout—that are sure to make your Instagram feed. easybistro.com

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CITYLICIOUS

January 2015

A taste of what's happening around the world this month

- 1 SYDNEY**
Indie darlings **Belle & Sebastian** hit the stage following the release of their first album in five years. Enmore Theatre January 29. enmoretheatre.com.au
- NEW YORK**
Few of the Tony Award winners and nominees, **Hamilton** traces the founding father's impact on a fledgling nation. The Public Theater January 20-March 22. publictheater.org
- 2 SANTIAGO**
Watch more than 90 theater, dance and music performances at Chile's largest arts fest, the **International Festival Santiago a Mil**. Various locations January 3-18. fundacionteatroamil.cl
- 3 CHARLESTON, S.C.**
At the 32nd annual **Lowcountry Oyster Festival**, shuck and feast on some of the 80,000 pounds of the briny delicacy Boone Hall Plantation. January 25. charlestonrestaurantassociation.com
- LONDON**
A hundred years after WWI, **Conflict, Time, Photography** explores the poignant relationship between images and the legacy of war. Tate Modern Through March 15. tate.org.uk
- 4 BEIJING**
The **Longqing Gorge Ice and Snow Festival** celebrates this natural wonder with fireworks, folk dancing and winter sports. Longqing Gorge. January 10-February 28
- PARK CITY**
Catch the next *Reservoir Dogs* or *Little Miss Sunshine* at the **Sundance Film Festival**. Various locations. January 22-February 1. sundance.org
- 5 SAN FRANCISCO**
At the **Napa Truffle Festival**, Michelin-starred chefs cater to the grower and the gourmet. Westin Verasa Napa. January 16-19. napatrufflefestival.com
- 6 BANFF**
Bundle up for **SnowDays**, a month of festivals that celebrate everything there is to love about winter. Various locations. January 10-February 8. banfflakelouise.com



*"I don't believe any of us
are too successful or too
accomplished to not be able
to learn something new."*

—ROBERT REDFORD,
actor and founder of the
Sundance Film Festival

K1SPEED

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ADULTS AND JUNIORS 48" AND UP

SPACIOUS LOBBIES

PROFESSIONALLY
DESIGNED TRACKS

[AN INDOOR KARTING PRODUCTION]

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KAUAI: Poipu Shopping Village • Grand Hyatt Kauai

BIG ISLAND OF HAWAII: Kona Marketplace • Kings' Shops • Hilton Waikoloa Village

NORWEGIAN CRUISE LINE: Pride of America

BOSTON: North Mall • Northshore Mall • CHICAGO: Oakbrook Center • Woodfield Mall • DALLAS: NorthPark Center

DENVER: Cherry Creek Shopping Center • LAS VEGAS: Grand Canal Shoppes at The Venetian • LOS ANGELES: Glendale Galleria

NEW YORK: Roosevelt Field • PHILADELPHIA: The Plaza at King of Prussia • PLEASANTON: Stoneridge Mall

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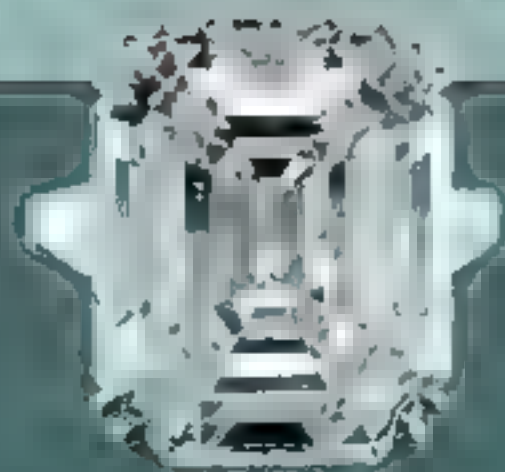
Bombay Sapphire Distillery

Situated in the village of Laverstoke, southwest of London, Bombay's open-to-the-public headquarters occupies an 18th-century former plant that printed paper for banknotes. The iconic spirits company turned to high-flying Thomas Heatherwick, aka "the mad scientist of British architecture," to guide the refurbishment. The result pairs a constellation of historic red brick buildings with two dramatic, curved glass greenhouses, all overlooking the bucolic River Test. Pay a visit to the Botanical Dry Room and the history-tracing Gallery before finishing off with a complimentary gin-laced apple at the on-site Mill Bar.



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5 MINUTES WITH

Mary Barra

CEO of General Motors

Mary Barra became CEO of General Motors in January 2014, making her the first female chief executive of a major automaker. Almost immediately, she met her first challenge: a recall that has yet to play out. The 33-year company veteran (and the daughter of a GM die-maker) wasn't implicated, and she's won praise for her handling of the situation. Understandably, she wants to focus on the future of technology cars and her company. **BY GENE REBECK**

SKY: What has GM been doing—and what more can it do—to build trust in its brands?

BARRA: We definitely want to be known as the industry leader in quality and safety. But much more than that, the new leadership has asked ourselves, "Why are we here, and what do we stand for?" Our goal is to earn customers for life by valuing every interaction with them, delighting them with our products, the service and the ownership experience. We need to continue our rich tradition of innovation and technology and be leaders in the technologies that matter most to customers. An example is that we're putting

4G LTE into vehicles to provide a unique offering of connectivity.

How do you think cars will change in the near future?

Think about how much our world has changed because of smart-phones. We're driving that kind of connectivity into our vehicles to add more value and efficiency.

Fuel efficiency represents another area of innovation, whether it's alternative propulsion or using multimaterial structures that are lightweight but still have the right vehicle dynamics and safety.

Another major trend is self-driving cars. General Motors has announced that in 2016, model year 2017, it will have a Cadillac that has technology that enables communication between vehicles—which is a very important step on the way to fully autonomous cars.

What do you love about your job, despite the challenges?

It's an exciting business—I'm passionate about it. We get to participate in a purchase that for most people is the most important or second-most important purchase that they make in their lives.

In addition, the people of General Motors are very dedicated and innovative, and it's a privilege to be their leader. ▀

PUZZLE ANSWERS

Easy KENKEN

4+	12x	2-	
1	3	2	4
3	4	1	2
2	1	4	3
2-		2-	
4	2	3	1

Hard KENKEN

14+	5	6	2	1	3	4
14+	4	3	1	6	2	5
14+	6	1	3	5	4	2
14+	2	4	5	3	6	1
14+	3	5	4	2	1	6
14+	1	2	6	4	5	3

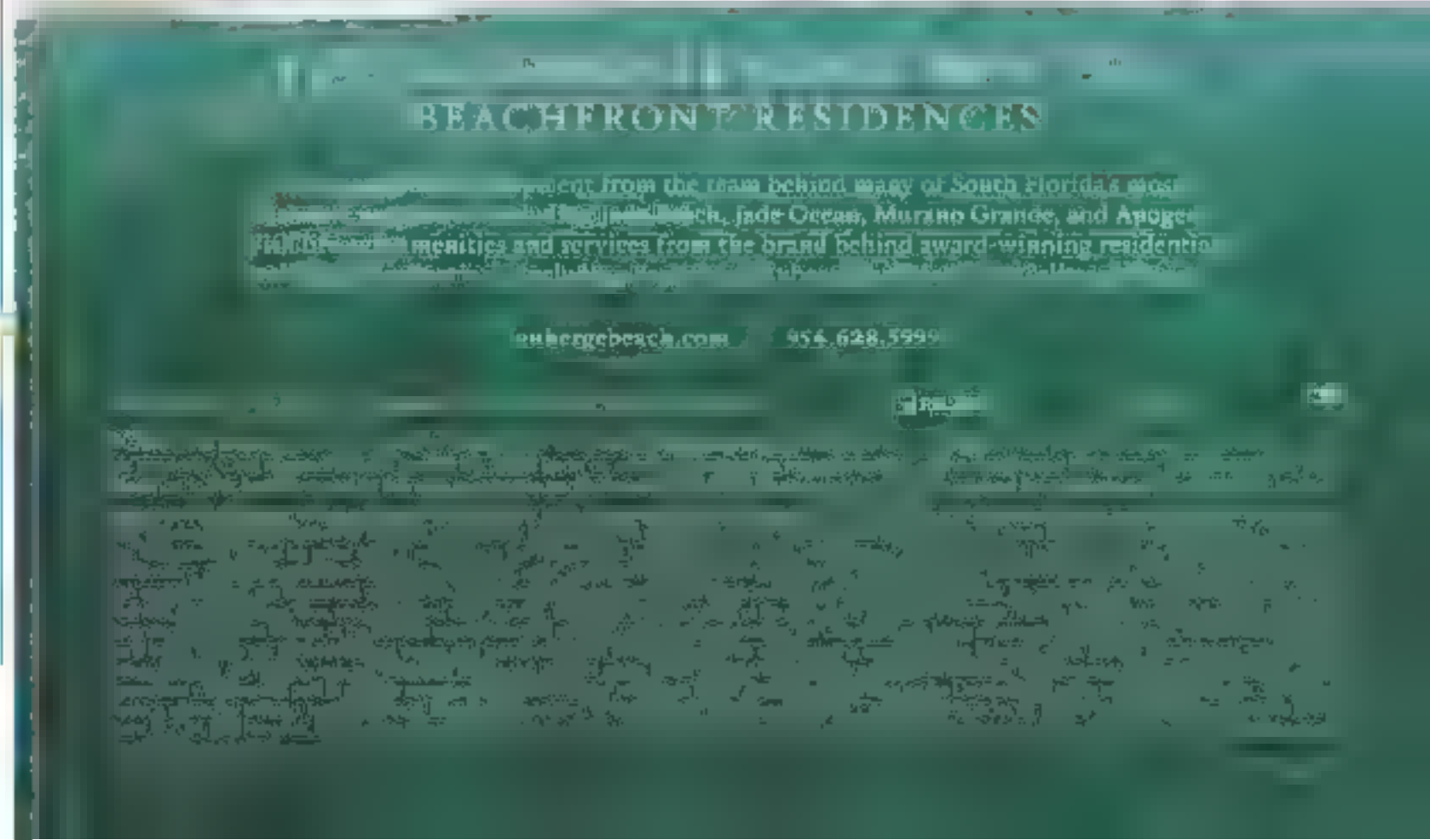
Easy Sudoku

1	2	6	8	3	5	7	4	9
5	8	9	7	1	4	3	6	2
7	4	3	6	9	2	1	5	8
9	1	4	2	7	6	8	3	5
3	7	5	9	8	1	6	2	4
8	6	2	5	4	3	9	7	1
4	9	8	3	5	7	2	1	6
6	5	7	1	2	9	4	8	3
2	3	1	4	6	8	5	9	7

Hard Sudoku

5	7	2	8	4	9	3	1	6
1	4	3	2	7	6	8	9	5
6	9	8	5	3	1	4	2	7
7	2	9	1	8	5	6	4	3
3	6	4	9	2	7	1	5	8
8	5	1	3	6	4	9	7	2
9	1	7	6	5	8	2	3	4
4	3	6	7	9	2	5	8	1
2	8	5	4	1	3	7	6	9

A	B	O	W	P	R	O	M	S	T	U	D				
N	E	V	A	L	I	N	U	S	T	O	N	E			
G	R	A	N	D	O	P	E	R	A	R	I	M	S		
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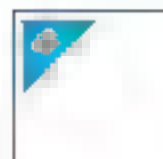




**DETROIT
AUTO SHOW**

International Auto Show in 2017

will mingle with the public to see



BEST IN CLASS

Fitness Watches

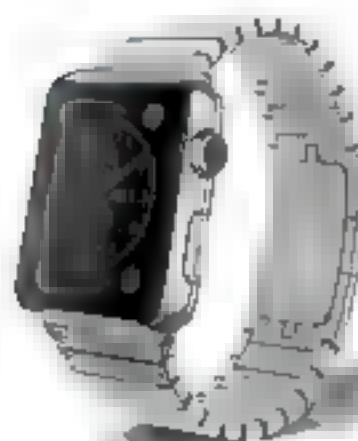
The latest fitness smart watches track your every move—without being bulky or ugly. They look like stylish, contemporary watches. Devices to help keep your new year's resolutions on track have never been so elegant.

BY CARAMEL QUINN

APPLE ADDICTS

Apple Watch

The long anticipated watch from Apple goes on sale in early 2015 and brings innovations, most notably Digital Crown, which allows you to navigate the watch's features. There's also a retina display and Siri voice control—you can even take calls and make payments using credit cards via the watch. Its Activity app tracks movement using the built-in accelerometer and heart-rate sensor, while the Workout app tracks your progress toward goals. From \$349; apple.com



FOR ANDROID LOVERS

Motora Moto 360

At first glance, this accessory looks like a contemporary analog watch, but it's actually digital, with a built-in LCD touchscreen. Its Android Wear operating system connects to your Android smartphone, so relevant alerts (traffic, flight updates, weather and more) pop up on the round watch face. Because it's voice-controlled, you can ask for directions or send a text message hands-free. Fitness wise, it tracks heart rate and physical activity. But it needs charging every night, so sleep tracking is probably out. \$250; motorola.com



FOR FASHIONISTAS

Withings Activite

It's an activity tracker hidden inside a stylish, Swiss-made watch. Instead of a digital display, a second dial discreetly tracks progress toward the goal of your choice, such as steps or sleep. Tap on the responsive glass front to change modes. It tracks walking, running and—because it's waterproof—swimming. And the battery lasts up to a year. Data is sent wirelessly to your Apple (and eventually Android) smartphone, where the Withings Health Mate app gives an activity breakdown. \$450; withings.com



Pick of the Month: Human

While a dedicated fitness tracker provides in-depth data, some people just want to know the basics. For those of us who carry our phones at all times, it's possible to track activity by taking advantage of the device's built-in sensors. Human is an app that does just that, offering a summary of your movement, a calorie burn estimate and digital reminders to encourage you to do 30 minutes of activity daily. Free; [humanapp.com](http://www.humanapp.com) Josh Rubin, founder, editor in chief, coolhunting.com

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Barbie Adler
Founder & President



TIME OUT

Atlanta

You've got an extra day to spend in the Big Peach. Here's what you do **BY JENNIFER BRADLEY FRANKLIN**

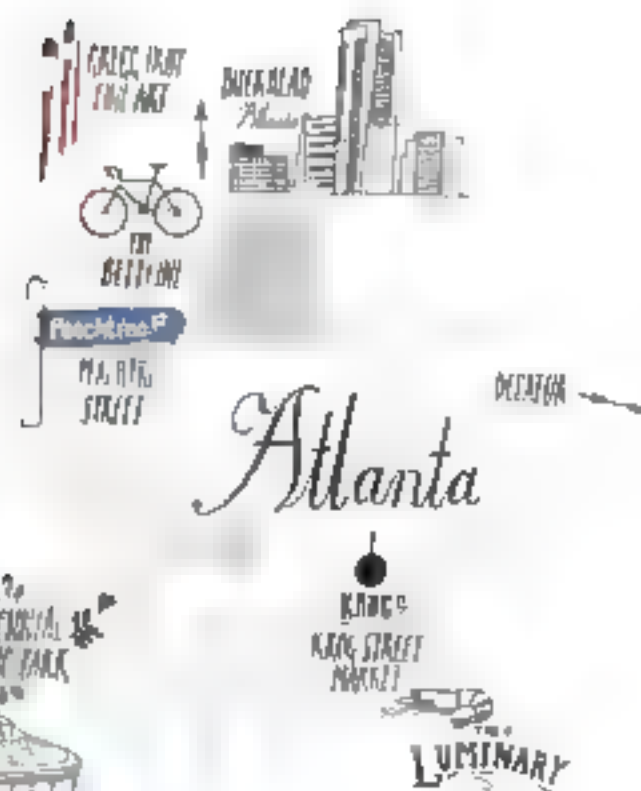


Piedmont Park

FAMOUS AS THE HOME OF THE WORLD'S BUSIEST AIRPORT, Braves baseball, Falcons football, CNN and Coca-Cola, Atlanta is a big city (population 6 million in the metro area) that manages to retain the trappings of a small town. Don't be surprised when strangers say hello, and know that "y'all" is considered an acceptable plural pronoun in almost any situation. With neighborhoods that sport their own personalities (edgy, traditional, posh, hipster), there really is something for everyone. It's easy to see why this thriving metropolis is desirable enough to be one of America's fastest-growing cities.



For a s deshow of Atlanta, visit delta.com, skymagazine.com



SHOP

On Peachtree Street, Atlanta's version of Main Street, the new **Buckhead Atlanta** complex elevates the city's luxury shopping experience. Take home an iconic Hermès scarf or chic Italian cashmere from Brunello Cucinelli, or just window shop for a retail high without the sticker shock. For a local treasure, head east north to **Gregg Irby Fine Art** for a piece from an emerging Southern artist available in sizes small enough to fit in your carryon bag.

EXPLORE

The city of Decatur's quaint downtown is worth the short drive east on Ponce de Leon Avenue. Beer aficionados will find their mecca at **Brick Store Pub** thanks to the inch-thick menu and bartenders with near-encyclopedic knowledge of suds from around the world. For an after-brew snack, grab a Tea Bird sandwich—chicken, ghost pepper Jack cheese and sweet tea mayo—at **Victory Sandwich Bar** (1).

DINE

A testament to the city's constant revitalization, **Krog Street Market** is a restored 1920s warehouse in historic Inman Park full of restaurants and market stalls. Have an impromptu progressive meal, stopping for whatever strikes your fancy: maybe kimchi pork belly at **Craft Izakaya**, duck au poivre at **The Luminary** (2) and just-made sweets at **Xocolatl Small Batch Chocolate**.

MEANDER & SIP

To commune with nature in full view of Atlanta's skyline, stroll, bike or brave the **BeltLine**, the 22-mile transit greenway lined with native plants, built from the original tracks that gave the city one of its early names, Terminus. Retire with a creamy caté breve at **The Dancing Goats Coffee Bar** at Ponce City Market before heading on your way.

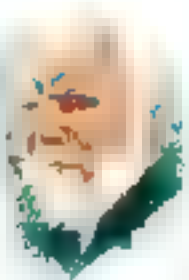
THE SIZE OF AN ISLAND.

Let's Vacation



DELTA
VACATIONS

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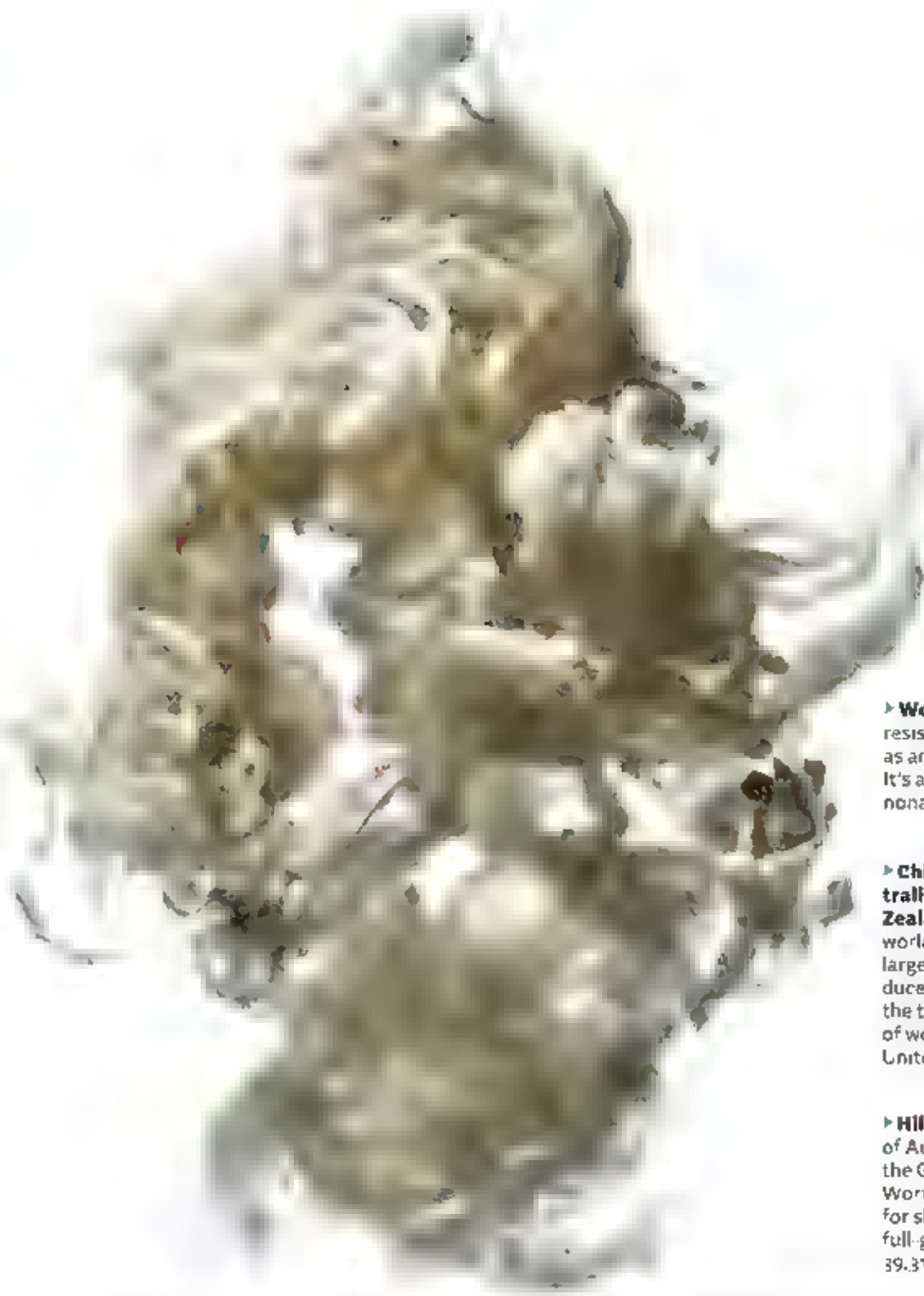


TOOLS OF THE TRADE

Dennis Melchert

The creative force behind Faribault Woolen Mill Co. is wild about wool

FOUNDED IN 1865, Minnesota's iconic Faribault Woolen Mill Co. continues to innovate while tapping its heritage. As the company's website proudly proclaims, "History is made here daily." Naturally, wool is the go-to textile for Dennis Melchert, vice president of research and product development. "To pay for college, I started working at the mill on the night shift, spinning yarns," he says. "Fast forward 40-odd years, and today I'm in charge of all product development. It's my job to ask, 'Can I take wool and make something possible?'" The opportunities seem endless: Faribault manufactures everything from recycled wool throws with bright accents to buffalo check pillows, iPad sleeves and tote bags. "Wool is truly the world's most versatile fiber," notes Melchert. "Happily, wool is becoming very popular once more. People are tired of synthetic fibers; they want the real thing. Folks want products that really perform—and perform naturally—and wool fits the bill perfectly." —**JASON OLIVER NIXON**



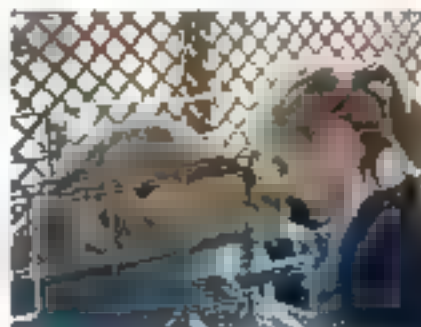
► **Wool** is fire-resistant as well as antimicrobial. It's also naturally nonallergenic.

► **China, Australia and New Zealand** are the world's three largest wool producers. Texas is the top producer of wool in the United States.

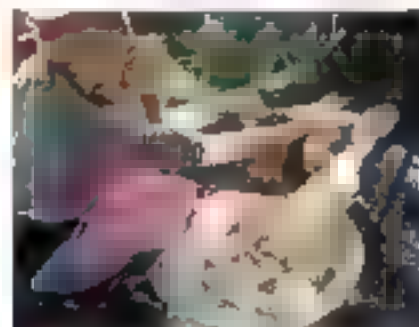
► **Hilton Barrett** of Australia holds the Guinness World Record for shearing a full-grown sheep: 39.31 seconds

GET FLEECE

Celebrate the wonders of wool at these fiber festivals



1 **Mark your calendar for the New York State Sheep & Wool Festival** in Rhinebeck on October 7 and 8. The fleece sale is especially popular.



2 **The Wool Festival** in Taos, New Mexico, in October will include spinning and dyeing demonstrations, workshops and a juried wool market.



3 Expect more than 250 vendors and 600 sheep plus a Sheep-to-Shawl contest at the **Maryland Sheep & Wool Festival** in May.



MEET THE *city* THAT NEVER STOPS COOKING

Welcome to Birmingham,
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THE NETWORK

Nick Cannon

Give Nick Cannon a chance, and he might surprise you. Think he's just another smiley emcee because of *America's Got Talent*? Watch his standup act: It's funny, the polar opposite of his guy-next-door hosting persona. Or maybe you view him as second fiddle to estranged wife Mariah Carey. The thing is, second fiddles don't run successful multimedia companies—in Cannon's case, a production and artist management house, NCredible Entertainment, that also sells tablets and headphones. In fact, the 34-year-old's interest in tech landed him his latest gig: Entertainment Matters Ambassador at this month's International Consumer Electronics Show in Las Vegas. —CHRIS CLAYTON

FRIENDS + FAMILY



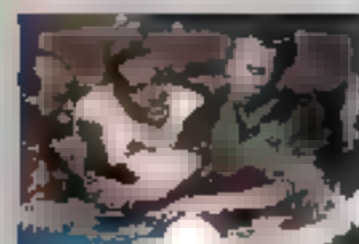
Mariah Carey

The *Emancipation* chanteuse (as she refers to herself on her latest record), and Cannon married in 2008. Had fraternal twins in 2011 and split in 2014.

DJ Jrie
The official DJ for the Miami Heat counts Cannon as a friend.

Kevin Hart, Chris Spencer, Nelly

These friends of Cannon work with him on BET's reality show satire *Real Husbands of Hollywood*.



In happier times, Cannon appeared in the video for the song "Love Story" on Carey's 2008 album, *Emancipation*.

Tweeps
Cannon has nearly 5 million Twitter followers.

Nelly has endorsed Do Something's annual "Tackle Hunger" campaign.

BUSINESS

NCredible Entertainment

Founded by Cannon in 2009, NCredible manages musical acts and has produced shows such as *Wild 'N Out*, as well as films, including 2014's *Drumline: A New Beat*. The company also sells headphones in partnership with Monster and an affordable tablet through QVC.



Professional Host

In addition to the most recent seasons of *America's Got Talent*, Cannon has hosted the TeenNick HAO Awards, *Ebony* magazine's Power 100 Awards and every season of MTV's *Wild 'N Out*.



Entertainer

Cannon started his standup career at age 11, performing on his televangelist dad's cable access show. From there, he landed a role on the Nickelodeon sitcom *All That*, released a solo hip-hop album and starred in multiple films. He still acts and performs standup today.

On an episode of *America's Got Talent*, Cannon wore a pair of \$2 million custom Tom Ford shoes, which he'll be donating to St. Mary's Hospital for Children.



PHILANTHROPY

Do Something
Cannon volunteers with this nonprofit for kids who want to make a difference.

Families Fighting Flu
Cannon preaches the importance of annual flu shots via this nonprofit.

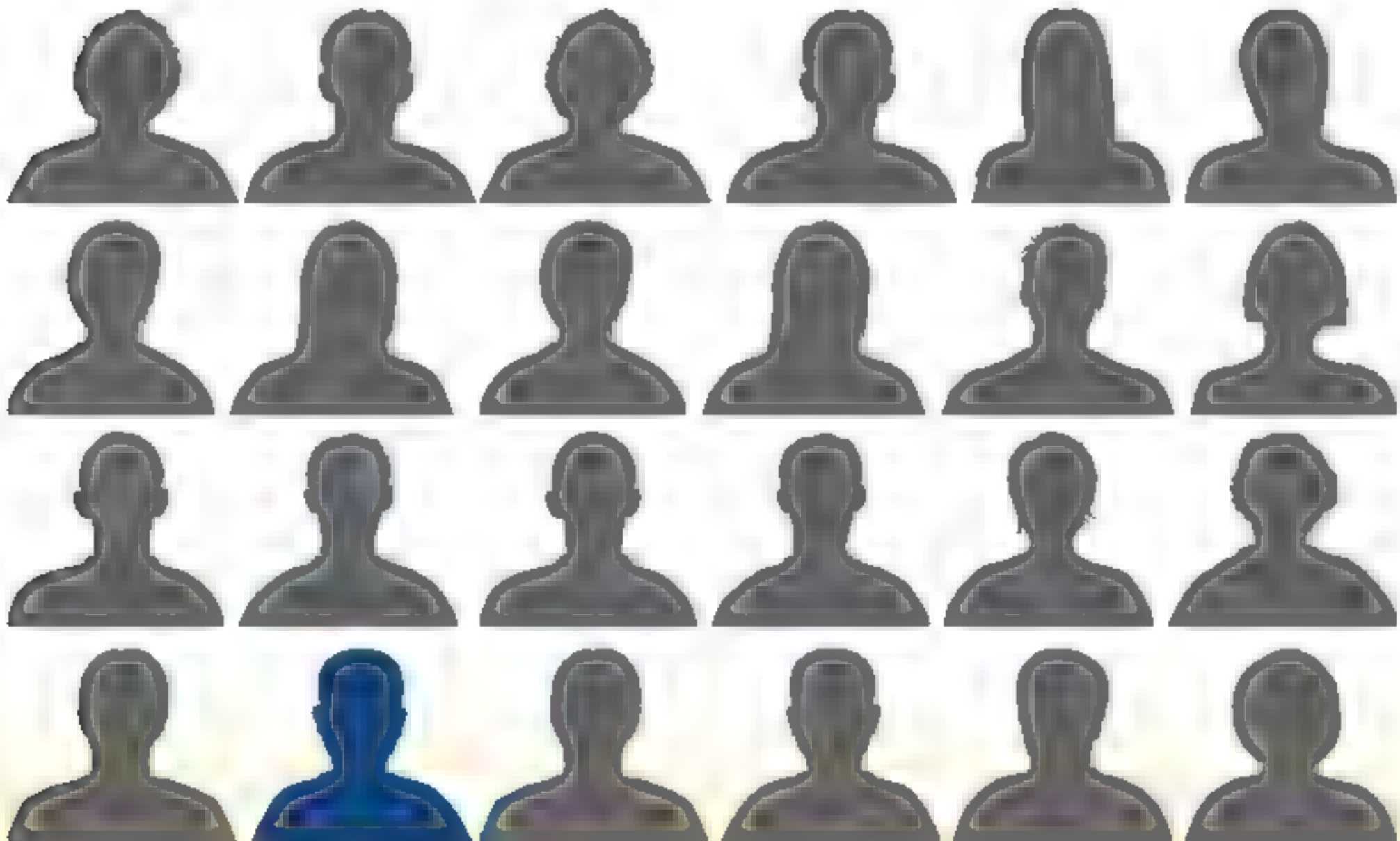


St. Mary's Healthcare System for Children
Cannon sits on the board of this hospital network in New York.

National Kidney Foundation

After suffering kidney failure in 2012, Cannon was named honorary chair of NKF's annual Kidney Walk.

The average American doesn't speak a second language.



If "average" isn't you, there's Rosetta Stone.

In many parts of the world, being able to speak two or more languages is the rule rather than the exception. But Americans are catching up, thanks to the Rosetta Stone method of intuitive, interactive language learning.

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One Giant Leap

Magic Leap caused waves this fall when it announced it had raised \$542 million for its mysterious virtual-reality technology. So now many are wondering if the company will produce the next big thing—fish swimming in midair, perhaps?—or if it's all just a bunch of hype

BY JOSEPH FLAHERTY



A yellow submarine floating through a city's streets is a spectacle typically reserved for the Macy's Thanksgiving Day parade or, perhaps, for someone in the grips of a mind-altering hallucination. A new technology called Magic Leap promises to produce this kind of otherworldly vision on demand—with no Lucy in the Sky with Diamonds required.

Magic Leap is part of a broader wave of technologies that seeks to bring computing to our faces. Google Glass offers “augmented reality” and pops email notifications onto a tiny screen in the wearer's peripheral vision. Facebook's forthcoming Oculus VR allows users to don souped-up ski goggles with the temptation

of unprecedented goblin fighting verisimilitude in a “virtual reality” sandbox. Magic Leap promises something even more outlandish—an immersive new technology called “dynamic digitized light fields” that seamlessly blends Hollywood special effects into everyday surroundings for an effect it calls “cinematic reality.”

The results are equal parts Silicon Valley and Salvador Dalí. Imagine putting on a sleek pair of sunglasses and watching a lifelike elephant, the size of a hamster, playing in your hands. Or a trio of ballerinas pirouetting on the edge of your daughter's bed. Or maybe, schools of multihued sea horses prancing in front of a classroom filled with rapt junior biologists. These are just some of the en-



To watch former NFL player Chris Kluwe's TED talk about augmented reality and sports, go to tinyurl.com/oc8dh9.

chanting visions the three-year-old company holds out as possible applications of its technology.

Magic Leap has offered a cornucopia of promises and magical pictures, but vanishingly little about the mundane technical specifications that will make them a reality. While the company isn't offering many details, its filings with the United States Patent and Trademark Office help illuminate the technological underpinnings of the product.

A series of four patents define the system's basic parameters. A lightweight head-mounted device will be the key component and house a miniature projector, comprising of specially designed prisms and lenses. Once connected to a computer or mobile

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EST. 2011



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www.UNTUCKit.com

device, it will project images of fantastic creatures and places right onto the user's corneas, no "screen" required. A bevy of sensors—infrared positioning cameras, GPS chips and accelerometers—promise to seamlessly combine otherworldly tableaux with the more quotidian realities of a living room.

An Internet connection to a virtual world—and an endless supply of apps—will keep the system flush with content and take social gaming to new levels. Built-in speakers and a high-powered processor capable of delivering high-resolution imagery at a rate of 60 frames per second will provide a cinematic experience.

Patents help establish that the concept is theoretically possible, but a recent investment of \$542 million by a consortium of tech luminaries that includes Google, chip giant Qualcomm as well as legendary venture capital firms Andreessen Horowitz and Kleiner Perkins Caufield & Byers helps to quiet critics who dismiss Magic Leap's product as "vaporware." It may not have finalized a price or even a release date, but its investors backed Spotify, Twitter, Uber, Airbnb and Facebook before they were household names.

Despite having world-class investors, a multitude of technical challenges await. Virtual reality technologies,

PATENTS HELP ESTABLISH THAT THE CONCEPT IS POSSIBLE, BUT A RECENT INVESTMENT OF \$542 MILLION MAY QUIET CRITICS WHO DISMISS MAGIC LEAP'S PRODUCT AS "VAPORWARE"

even modern incarnations, are famous for inducing nausea. Some technophiles have concerns that the company's bold claims, limited disclosures and secretive nature make the product impossible to produce.

Drew Skillman and Patrick Hackett are principals of San Francisco design

studio Skillman & Hackett and have developed titles for Microsoft Kinect, Playstation, Wii, Oculus and almost every other unconventional game system of the past decade. Like most, they're excited about the promise of Magic Leap, but skeptical that it can deliver on all its promises.

"One of our biggest challenges with designing for head-mounted displays has been the number of pixels to push and the frequency you have to push them at," says Skillman. "It seems like our current display hardware isn't scalable to the level it'd need to be to be indistinguishable from reality, so eventually a new technology will need to stand up," Hackett says.

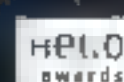
Insane technical challenges are nothing new for Magic Leap founder Rony Abovitz, who previously founded a company called Mako Surgical, which produced FDA-cleared medical robots that he likens to the droids from Star Wars. Medical device giant Stryker eventually bought Mako,

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generating \$1.65 billion in value for Abovitz's shareholders

All-star investors and a team of technical wizards will take a company only so far, so Abovitz has recruited some of the biggest names in entertainment to aid his cause. A team of Magic Leap employees is working with Weta Workshop, makers of *The Lord of the Rings*

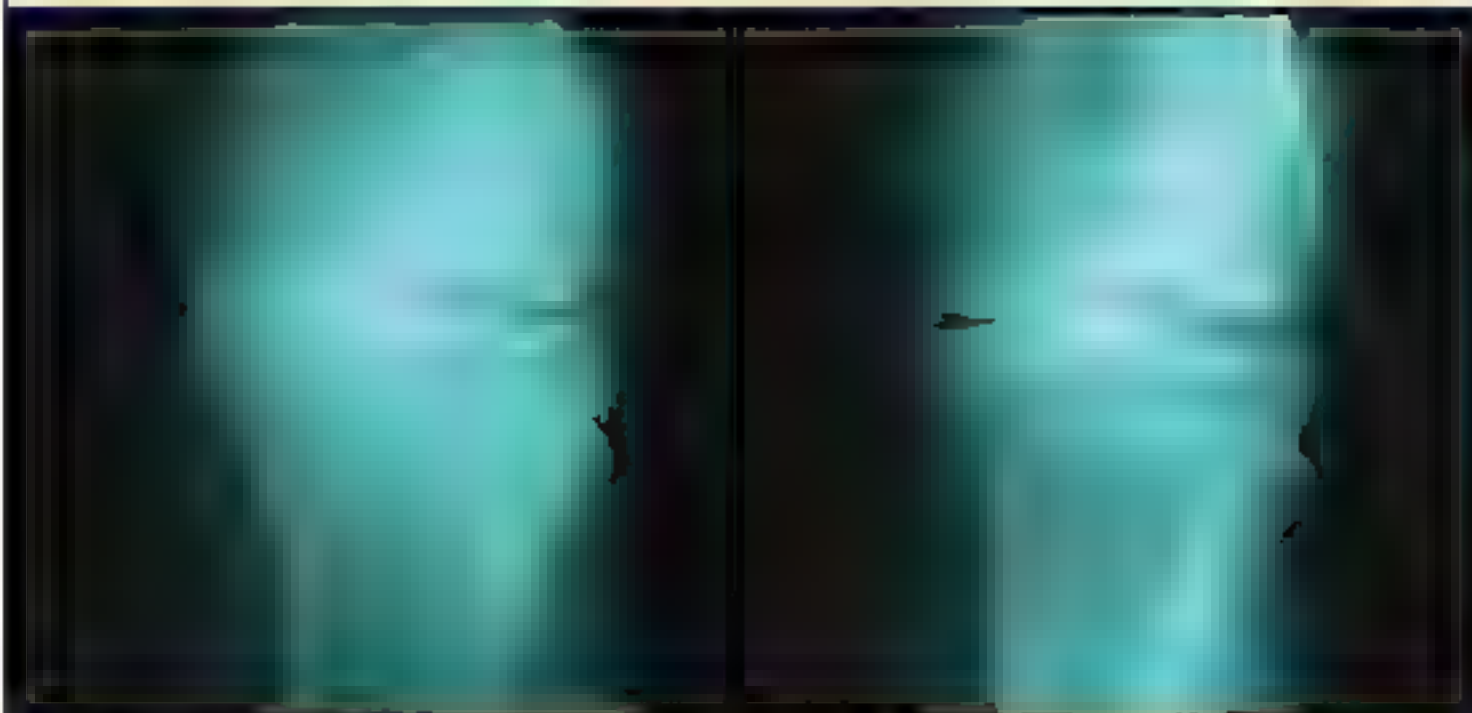
and *The Hobbit* series, in its New Zealand HQ high atop Mount Doom to ensure the system is primed with content for launch. Thomas Tull, CEO of Legendary Pictures—the studio that rebooted *Batman*—is on the Danica Beach, Florida-based company's board of advisers.

Anyone who lived through the 1980s and '90s remembers a prior

wave of enthusiasm for virtual reality that faded out at about the same time as our collective interest in Flock of Seagulls. Google Glass, one of the first attempts to revive this kind of computing, is off to a shaky start. Will this new crop of technologies change our lives, the way smartphones have? Or will they be a cool, but niche product like 3-D printers?

Andrew Parker, a partner at Boston-based Spark Capital, was an early backer of Oculus and is a proponent of virtual reality as a class of technology. He has no comment about Magic Leap, but believes vir-

THE CENTER FOR REGENERATIVE MEDICINE A NON-SURGICAL TECHNIQUE TO FIGHT AGAINST ARTHRITIS AND SPORTS INJURIES



The Knee Diaries: SJ is a 60-year-old male with the chief complaint of knee pain who visited The Center for Regenerative Medicine over a year ago. He was diagnosed with bone-on-bone osteoarthritis of the left knee, causing much pain and discomfort; at that point he was told only a total knee replacement could help him. He is otherwise healthy. On exam he had point tenderness to the medial side of the left knee (medical lingo: inner side). An X-ray showed severe arthritis of the knee (X-ray on the left). Patient started receiving treatments at The Center for Regenerative Medicine. Today he is feeling better (X-ray on the right).

This is how it works: The physician introduces **Cell Therapy** into damaged, arthritic cells by means of a precise injection. This process is followed by several other modalities, including Collateral Artery Flow Exercises (C.A.F.E.), in order to accelerate the process. Depending on tissue damage, severity of the condition and the size of the joint that needs to be injected, people usually need a series of 1 to 6 treatments to improve. There is usually no downtime, and people can go back to their usual activities or work immediately. The treatments can help most musculoskeletal problems such as low back pain, neck pain, knee pain, shoulder pain, whiplash, sciatica, tendinitis, sprain, strains, torn ligaments and cartilage damage.

Located in Miami, Florida, The Center for Regenerative Medicine includes a team of professionals that are dedicated to improve your quality of life, paving the way to enhance the science of non-surgical orthopedic medicine. World champions, sports legends, professional and amateur athletes, dancers, and people with just plain pain and arthritis go to The Center for Regenerative Medicine for nonsurgical orthopedic care. Using the facility to improve their condition, thousands of successful cases have been treated over the past twelve years.

For more information and to read more on "The Knee Diaries", please visit www.arthritisusa.net or call (305) 866-8384.

I BELIEVE THE
MAGNITUDE OF
THE IMPACT WILL
BE AS GREAT
AS THE SHIFT FROM
DESKTOP TO MOBILE
BUT I WOULDN'T
BLAME ANYONE
FOR BEING SKEPTICAL
OF THIS STATEMENT

— ANDREW PARKER, SPARK CAPITAL

tual reality is an important trend, not a fad. "Prior implementations of VR I had seen were too poor to paint a convincing vision of the future. Only after trying Oculus' implementation of VR did I become a true believer that this is the next major generational shift in computing," Parker says. "I believe the magnitude of the impact will be as great as the shift from desktop to mobile, but I wouldn't blame anyone for being skeptical of this statement if they have not tried on an Oculus yet, because I was similarly skeptical initially."

Will Magic Leap live up to the audacious vision sketched by its founder? That remains to be seen. ▀

SPONSORED



DESTINATION *romance*

From its powdery soft beaches to its charming towns, Mexico is a perfect couple's getaway

Romance isn't something that can be forced—it just happens naturally. But when you're in a place like Mexico, it's no coincidence that romance occurs a little more effortlessly. From the beachy paradise of Cancun to the rugged jungle beauty of the hills overlooking Ixtapa's turquoise bay, Mexico provides the perfect backdrop for creating your own definition of romance.

There's a good reason that Mexico is a popular place for both destination weddings and honeymoons. Its closeness to the U.S. certainly helps, but the real allure lies in the spectacular scenery, sunny weather and top-notch resorts. Vacation packages such as those offered by Delta Vacations give travelers unmatched value, combining the best available airfare with special rates on resorts, activities and more. Even destination wedding guests can save up to \$225 on vacation packages, making it easier to help the bride and groom celebrate.

Puerto Vallarta

The iconic crown atop the tower of the Our Lady of Guadalupe church is a perfect indicator that this is a destination. Unlike any other, Puerto Vallarta's artistic spirit and rich culture are matched by its exceptional beaches and seaside resorts, making it a great destination wedding choice for couples who seek plenty of options to make their day unique. Activities like sunset sailing and swimming with dolphins add even more unforgettable experiences.

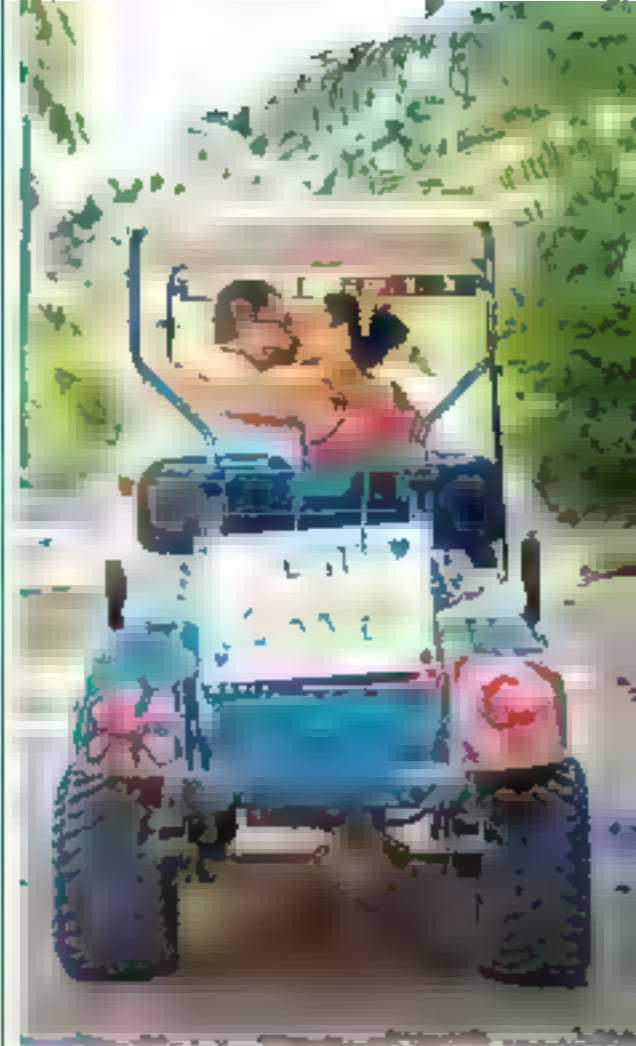
Cancun and Riviera Maya

Encompassing miles of pristine beaches along the edge of the Yucatán Peninsula, Cancun and the Riviera Maya are as close as it comes to honeymoon destination perfection. Throughout the region, you'll find plenty of creature comforts and vibrant nightlife perfect for celebrating. The wide array of activities in the area ranges from chilled-out to thrilling, including kicking back on a secluded beach or horseback riding through the deep tropical jungle at Playa Maroma.

Ixtapa and Zihuatanejo

The neighboring towns of Ixtapa and Zihuatanejo each have character of their own. Ixtapa is renowned for its luxury resorts and dining while Zihuatanejo retains a cozy Mexican charm. Stroll along a beach at sunset, hit the links on a scenic golf course or enjoy a candlelit dinner with a view of the beach—whatever you choose, you'll find romance in these unique sister cities.

Delta Vacations gives romance seekers and other travelers access to the best resorts in Puerto Vallarta, Cancun, Ixtapa and Zihuatanejo at exceptional value. Explore the possibilities at Deltavacations.com.



ask the expert

Delta Vacations Sales Specialist Jolene W.

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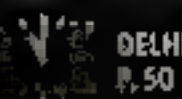
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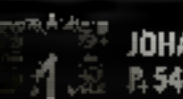
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DAY TRIP: CANCUN TO MÉRIDA

Trade in the beaches of Cancun for the tree-lined avenues of old-world Mérida. Along the Paseo de Montejo, you'll find colonial mansions dating back to the late 1800s and, at a roundabout, this Monument to the Fatherland detailing the city's pre-Hispanic past.





MY FAVORITE STREET

Mahershala Ali on Telegraph Ave. in Berkeley



On *House of Cards*, lobbyist Remy Danton lives for strong-arming people. But at the end of season two (spoiler alert!), he found himself potentially outplayed by his former lover, House whip Jackie Sharp, and President Frank Underwood. Still, Danton manages to exude bulletproof confidence, something that Mahershala Ali, who plays him, is trying to emulate. "I find in acting

that you end up getting parts that reflect certain things you need to work on in your life," he says. "What I appreciate about Remy is that he's more confident than I naturally am." The show, which begins its third season next month, has "changed the conversation when I walk into a casting office," says Ali. Here he takes us back to his roots in Northern California. — MATT McCUE

Blondie's Pizza

"It's a block off the Berkeley campus, and the college students love it. It has great slices of large, cheap pizza." Daily specials run the gamut from six-cheese to chorizo with peppers.



Burma Superstar

The food, influenced by Indian, Chinese and Thai flavors, draws huge crowds. "You have to get here around 5 o'clock because there is always a line out the door."



Temescal

"Temescal is an up-and-coming neighborhood in Oakland. It's got a couple of local favorites, like Bakesale Betty, not to mention Manifesto Bicycles, which is my favorite bike shop."



Willard Park

"It's beautiful. The park is the size of a city block and has lots of folks hanging out on the weekends, picknicking, playing Frisbee, volleyball, dogs running around. It's great."

COORDINATES

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2340 Telegraph Ave
blondiespizza.com
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4721 Telegraph Ave
burmasuperstar.com
- Bakesale Betty**
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www.bakesalebetty.com
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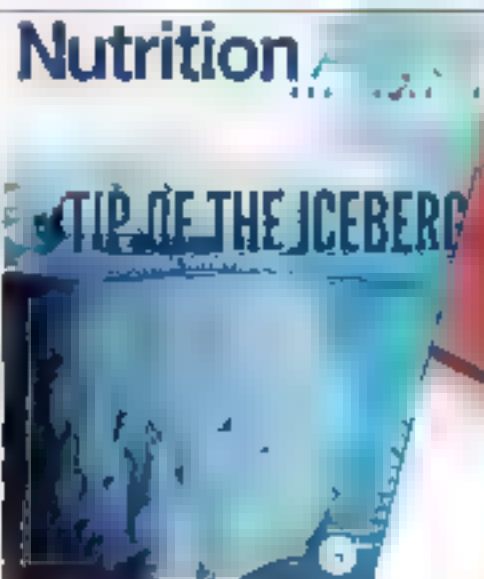
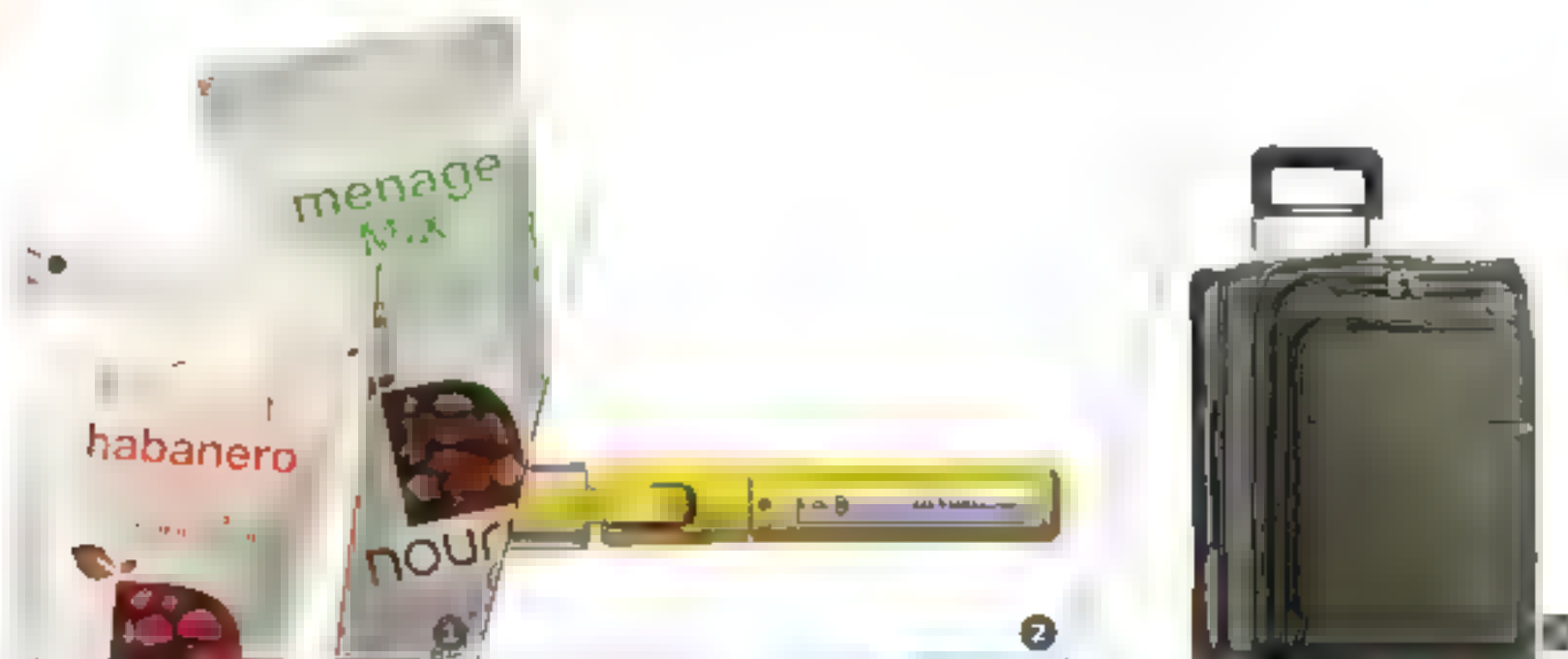
MY BAG

Joy Bauer Health and nutrition expert

Traveling can easily foil anyone's New Year's resolution to eat better. But Joy Bauer, the *Today Show's* nutrition expert, has a game plan for healthy dining on the road. Incorporate produce into all meals, stick with wine and beer over sugary cocktails and avoid large bags of snacks. "If you buy a bag with three to four servings, there's a good chance you're eating three to four servings," says Bauer, who has created Nourish Snacks, mixes that contain 200 calories or less per packet. —MATT McCUE



“My favorites are Cashew Colada, Almond to Cherries and Holy Habanero.”



“I’m an addict and collector. I add hot sauce to everything, even popcorn.”



- 1 Favorite snacks “I always have a stash of Nourish Snacks.”
- 2 Essential personal care items Dry Bar curling iron, Yves Saint Laurent black mascara, S.W. Basics lip balm, Neutrogena makeup remover pads, Sonicare electric toothbrush, Tom's of Maine natural toothpaste and Essie Ballet Slippers nail polish.
- 3 Favorite CDs/DVDs Briggs & Riley bags.
- 4 Inspiration “My go-to favorites include Bruce Springsteen, Jason Mraz, Steely Dan, James Taylor and Cole Bauer (my son).”
- 5 Favorite Reading *Nutrition Action Healthletter* and *Food & Nutrition Magazine*.
- 6 Most recent Snacks Hot sauce
- 7 Favorite Entertainment “Bring on the Law & Order reruns!”
- 8 Favorite Drinks Berry flavored seltzer water and black coffee
- 9 Travel Gear Rag & Bone jeans, Nike sneakers and Karen Walker sunglasses





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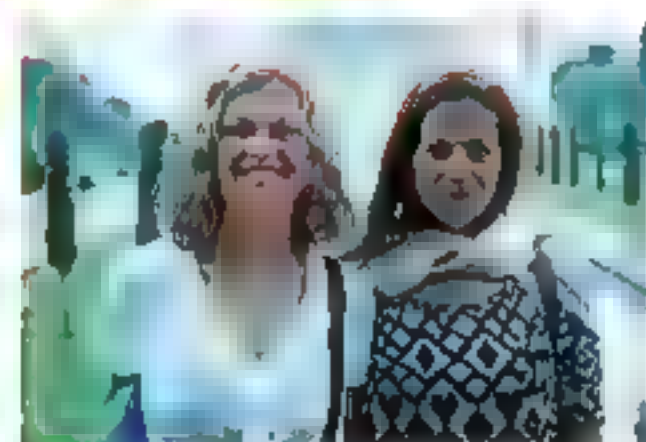
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LEFT: Indian teenagers float oil lamps on the Yamuna River on the eve of Diwali. BELOW: The author with her mother at the Taj Mahal.



BREAK AWAY

Unforgettable India

Mother and daughter make memories during a once-in-a-lifetime trip to the Taj Mahal **BY JODI ETTEMBERG**

When I was a child, my mother would regale me and my brother with stories of historical drama. She would lower her voice conspiratorially when telling us about Henry VIII and his many wives, and she would let her tone rise excitedly when explaining the ways that our present was shaped by our past.

I've spent the past six years traveling and eating my way around the world while my mother followed from the comfort of her home, reading about my adventures online. As her 65th birthday approached, I asked her where a historian with endless stories would want to travel. After a pause, she responded, "To the Taj Mahal."

So we went. Our visit to the Taj came near the end of our time in India. Prior, we had wound our way through Rajasthan, staying in old *havelis* (mansions) that were rich with ancient secrets. We had gotten lost in the markets of Jaipur and tried the best lassi of our lives in Jodhpur, thick and sweet and tasting of cardamom and lime. We had found ourselves in Delhi for not one but two major holidays, reveling in the chaos, the colors and

textures and tastes of a place we had never seen before.

It seemed fitting that within the exhaustion of sensory overload, our excursion to the Taj Mahal was actually the calmest morning of our trip, despite warnings from friends that we would find ourselves combing through crowds.

We woke before dawn in Agra—to the sound of pouring rain. While this meant that we were positively soaked by the time we made it into the Taj Mahal complex, we found ourselves standing in awe, surrounded by silence. We expected that we would have to wait in line simply to capture the buildings in photos. Instead, we found ourselves marveling at an unobstructed view of the magnificent building in front of us, ghostly white marble silhouetted against a foggy sky.

Ultimately, there were more memories from this trip than I can catalog, a concentration of experiences that will last us forever. But what stands out, both to my history-loving mother and her food-obsessed daughter, is that first moment when we glimpsed the Taj Mahal, together, in the pouring rain. ▼



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STYLE INSPIRATION

Aspen

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With more than 5,000 skiable acres and top-notch après ski offerings, Aspen beckons winter enthusiasts from around the globe. Recent years have brought a certain renaissance to the town marked by hotel revivals—look to the historic **Hotel Jerome** or the trendy **Limelight Hotel**—mouthwatering restaurants—book a table at **Matsuhisa**, Nobu's Aspen outpost—and most recently the opening of the much-talked-about

Aspen Art Museum. Spend your days exploring the slopes at one of the city's four resorts, and, if you're looking for a new thrill, try cruising down a run on a ski bike (best left to experienced skiers and boarders). Recharge your tired body with a sampling of local suds at the **Aspen Brewing Company**, making sure to grab a ¼- or ½-gallon growler for your room on your way out. —ELIZABETH DOYLE



1 Blanket coat by Pendleton Signature, \$825. pendleton-usa.com 2 Aviators by Givenchy, \$350. gorsuch.com 3 S'mores kit from Terrain, \$24. shopterrain.com 4 P. vest by Neighborhood, \$605. mrporter.com 5 S'mores kit from Terrain, \$18. shopterrain.com 6 Pillow by Faribault Woolen Mill Co., \$142. askovfinlayson.com 7 Soap bottle by Bulleit, \$25. bulleit.com 8 Hennie chair from Serena and Lily, \$295. serenaandlily.com 9 Watch by Michele, \$2,145. gorsuch.com 10 S'mores kit by Aerin Lauder, \$878. gorsuch.com

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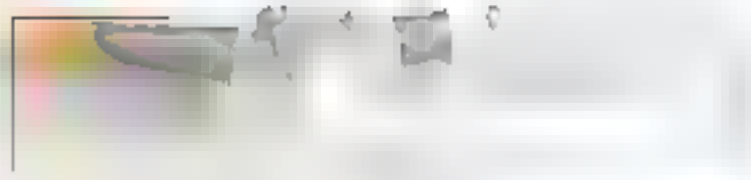


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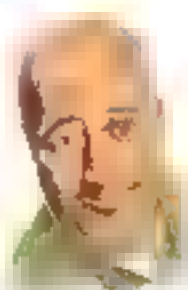


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A dessert at Roots.
Below: Roots chef
Adrian Mares.



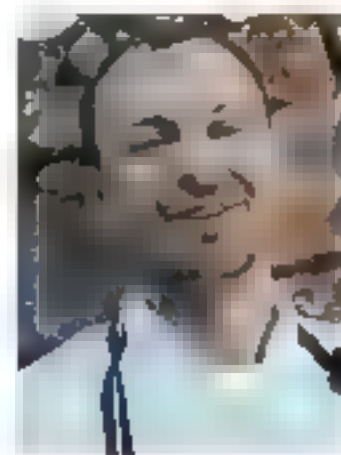
FORK AND THE ROAD

Joburg on the Rise

Old and new unite in the city's evolving food scene — BY ANDREW ZIMMERN

There's been quite a food boom in Johannesburg since South Africa hosted the World Cup in 2010. "[People] are more adventurous and willing to try new concepts and flavors," says local chef Candice Philip. The city boasts bustling markets, exciting street food and modern coffee shops. Add to that the essential and traditional African experience, and this town has become more appealing than ever to hungry visitors. Markets are the best way to dive into another culture. Meander through **Mai Mai Market**, Johannesburg's oldest, and you'll see why. It's best known for its traditional healers and alternative medicines, but I fell in love with the restaurants called *shisa nyama*, Zulu for "burnt meat." These traditional South African barbecue stalls prepare every cut of beef, pork and poultry imaginable, cooked over open fire, often on grills cobbled together with halved oil drums and repurposed metal gratings. The meat is served on big wooden boards with chili salt and sliced tomatoes, and sharing is encouraged.

For something a little more hipster, head to **The Neighborgoods Market**. The airy warehouse space showcases products from up-and-coming culinary artisans, including cold-pressed juices, charcuterie (try the kudu pâté from Apple Tree Terrines), pastries and wines.



The pinnacle of Johannesburg dining was once relegated to restaurants such as **Carnivore**, a fun but Disney-esque twist on an African steak house. I love oversized haunches of grilled wildebeest, zebra and other game, but they're not exactly an accurate representation of the South African diet.

Thankfully, chefs such as Philip are doing their part to raise the bar. She's running the kitchen at legendary South African chef David Higgs' fine-dining restaurant **Five Hundred**. Philip caters to diners' adventurous spirits, creating wildly imaginative plates in her open kitchen. Her pea wasabi mousse with lemon curd and parsnip fudge is a standout, but you'll also find heartier items such as smoked brisket with barbecued king oyster mushrooms, savoy cabbage, ginger oil and Asian greens.

Though certainly fancy, Five

Hundred skips the white tablecloths, opting for black lacquered tables and sophisticated contemporary art. "It's smart but relaxed, not stuffy," says Philip. Is it African cuisine? Doesn't matter. It represents the change and excitement of the city and its food scene.

For the ultimate mix of old and new, you can't beat **Roots** at the Forum Hotel. where South African-born chef Adriaan Maree prepares innovative plates made from familiar ingredients. "We try to create interesting flavors and textures but keep within trusted flavor combinations," he says. "It's food you know in a way you don't." Diners rave about Maree's duck breast served with duck confit ravioli, pickled beetroot purée, cherries,



RIGHT: Pea wasabi mousse with parsnip fudge at Five Hundred. BELOW: Five Hundred chef Candice Philip.



coffee and hazelnuts.

Ideally, a six-course dinner with wine pairings is followed by an overnight at the five-star property. "The setting is unbelievably tranquil," says Maree. "You can see some of the game pass by whilst enjoying great food and wine." Book a room. Every night guests can listen to the calls of the hippos in the distance and wake up to grazing antelope in the meadows. That's an "only in Africa" experience everyone should have before it's gone. ▽

For more from chef, author and teacher Andrew Zimmern, host of *Bizarre Foods on the Travel Channel*, go to andrewzimmern.com.

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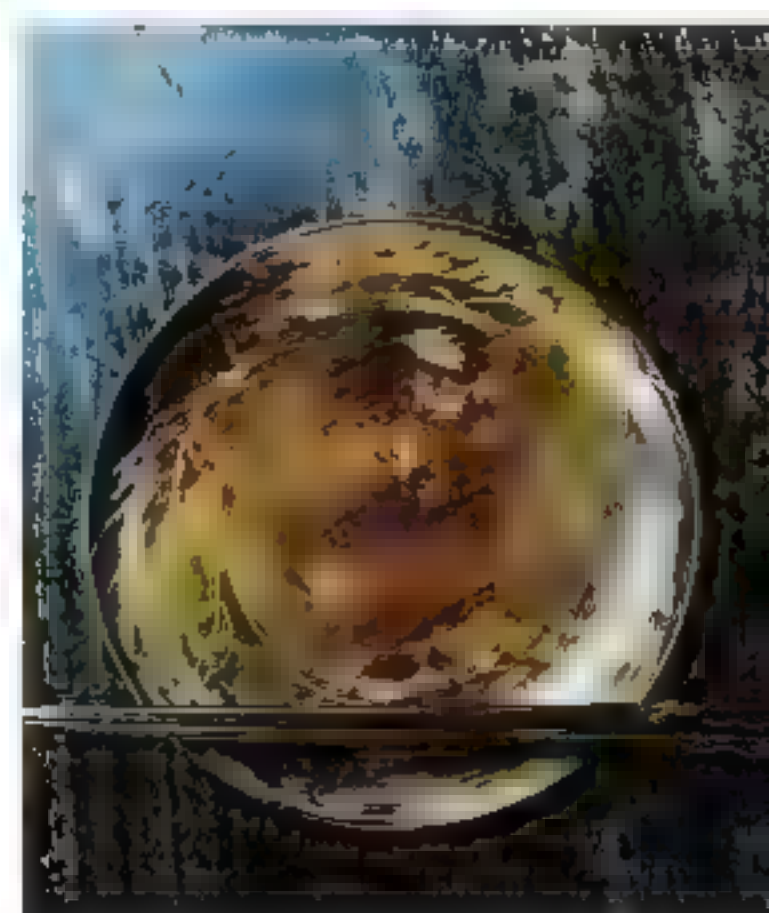
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LEFT: Taking the boat upriver to Hoshinoya Kyoto.
BELOW: A plate at Gallery Hitamuki.



TRAVELOGUE

In Search of Kyoto's Modern Masters

Artisans in this history-rich Japanese city are putting their own spin on traditional techniques **BY ELIZABETH WOODSON**

Talk about a bang-up sales pitch. Granted, I didn't exactly have my guard up. I had crossed seven time zones the night before to find myself standing in Kyoto's Nishijin district—home to the city's centuries-old garment industry—far too early one blustery October morning. But, then again, it would be hard not to fall under Noguchi-san's spell. A charming, older Japanese gent who wears his

indeterminable age much like Sean Connery, Yasushi Noguchi is one of Kyoto's best gold leaf artisans. And along with his son, Takuro Noguchi (whose talents rival his father's), he produces luminescent paintings from micrometer-thin sheets of gold leaf and other metals; it's an incredibly delicate process.

Together, the Noguchis represent the fourth and fifth generations of gold leaf artists in their

family. But whereas their ancestors relied upon word of mouth to advertise, I'd stumbled across an intriguing YouTube video of Noguchi-san and decided to pay him a visit. So there I found myself, executing a rather clumsy bow to a *samurai*-clad Noguchi-san and his son and being led through *noren* curtains and into the traditional 1890s wooden merchant house the pair calls their workshop and home. Over the ➔

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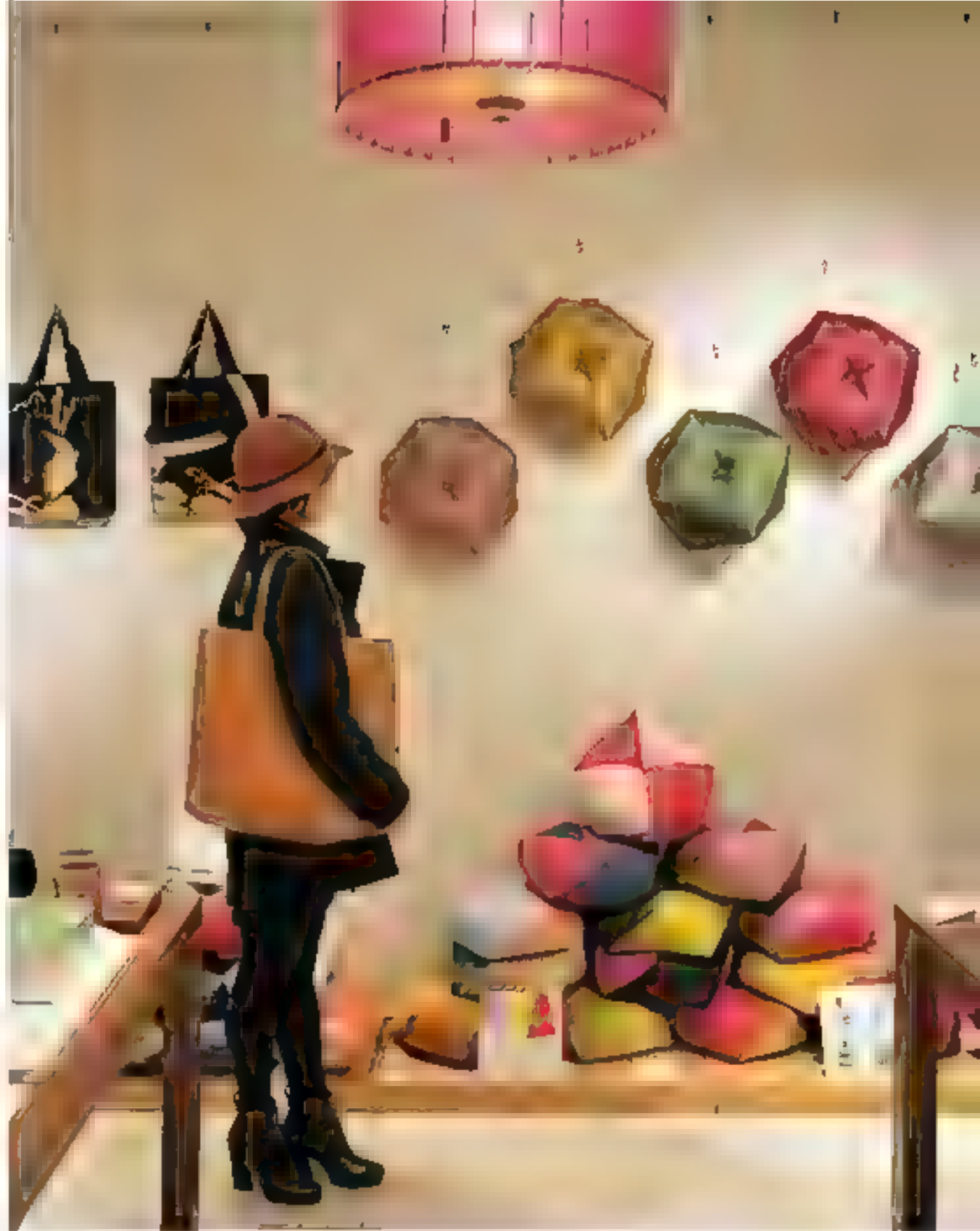
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RIGHT: Browsing at Kyoto Design House. BELOW: Viewers at an exhibit at the Kyoto National Museum.

course of several hours, I was served green tea and pastries in their tatami gallery, which sits in view of the house's beautiful Japanese garden, before I was escorted up a set of tiny stairs to their studio to learn about their process and catalogue of work, from Noguchi-san's more traditional, stunning pieces to the younger Takuro's more abstract paintings. "This is Kyoto from the sky," he tells me of a kaleidoscope-esque composition in an array of metallic colors.

The juxtaposition of old and new became a familiar scene during my stay in Kyoto. The city was the Japanese imperial capital until the Meiji regime moved the royal court to Tokyo in 1868, and it always has been associated with the geisha that glide through the city's historic Gion district and the traditional artisans who work behind wooden houses like that of Noguchi-san. The city was one of the few not bombed during World War II and is filled with immaculately restored, centuries-old structures. But a growing number of residents across all spectra are showcasing a different side of Kyoto: one that gives a nod to the past but is firmly rooted in the present. Artists such as Takuro, chefs, shop owners and hoteliers are bringing traditional ideas and techniques into a modern context. And the result is a city that is undeniably in transition.

In some ways, this is a move-



ment born of necessity as the market for traditional crafts has declined. But, as in many cases, out of desperation innovation is born, and the past several years have seen a number of doors open. This includes the Kyoto Design House, an interiors shop that commissions traditional artisans to produce daily modern-use items (a Japanese umbrella craftsman, for example, is making lampshades, while a weaver produces iPhone cases). At Omo, fashion stylist Motoko Morita offers an energized take on kimonos. And Karacho employs centuries-old block printing techniques traditionally used for sliding screens and origami paper on everything from stationery to wallpaper, lampshades and business cards.

On the food side, counter *kaiseki* restaurants are springing up all over

town. These spots put a relaxed spin on the 500-year-old tradition of the *kaiseki*, an extremely formal, multi-course meal of seasonally inspired, elaborately presented dishes. Counter *kaiseki* menus are still seasonally based and often change daily, just as they do at the buttoned-up establishments that inspired them. But they often use less-refined ingredients and have fewer grand flourishes (place settings might be more humble, for example). *Kaiseki* restaurants generally serve meals to patrons in private dining rooms separated by shoji screens; counter *kaisekis*, however, are usually set up like standard Japanese restaurants, with several tables and a sushi counter. They're also less expensive: *Kaiseki* meals can cost hundreds of dollars per person, while counter variations ring in at about \$50.





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Running, Fashion,
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Dating can be fun and invigorating – from that instant attraction you feel the first time you meet to jumping in the car for an impromptu weekend getaway. Unfortunately, it can take a lot of work to get to that stage of dating.

From spending hours sorting through online profiles looking for a good match to trying to connect via pokes, winks and email, dating can suddenly feel like a full-time job. Wouldn't it be nice if you could just fast forward to the fun part of dating? That's exactly what newlyweds Desiree and Michael Schlitt say. It's Just Lunch, a dating service for busy professionals, did for them. The matchmakers at It's Just Lunch took the time to learn what they were looking for in a partner and then delivered.

With so many dating options out there, why did you choose It's Just Lunch?

→ I travel a lot for work, so I'd read about It's Just Lunch in airline magazines, and then I ran into a friend who was attending the wedding of an attorney in town who'd met her husband through IJL – the fact that those two events happened so close together, I thought I should call them. At the end of my work day I didn't want to come home and go look at profiles online. I felt like it was a waste of my time.

What would you tell a friend who was apprehensive about investing the money on IJL?

→ I'd ask, "Are you looking for a relationship or not?" With online dating you never know who's on the other side of the line. IJL had better quality people who were interesting. It truly was an experience that was tailored for me.

Describe your first meeting with an IJL matchmaker?

→ I had a phone interview first and then went in and met with a matchmaker. It really made me think. Online you can say anything, but if you're paying for this I assume you're not going to lie about what you want.

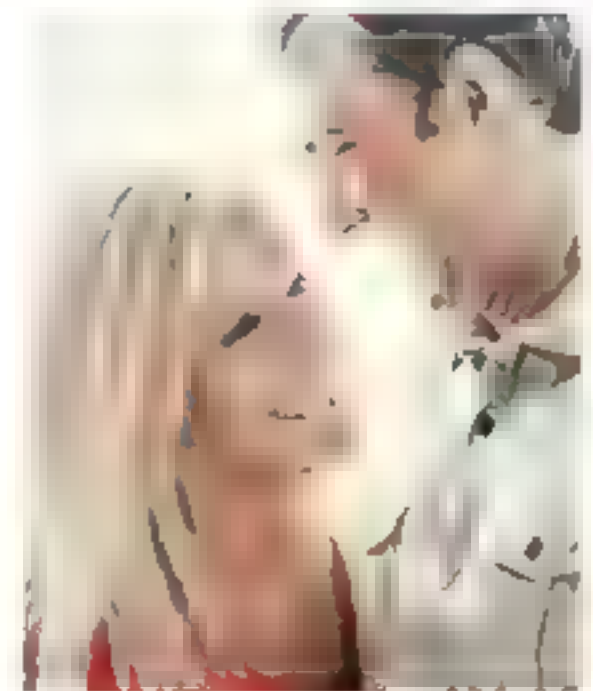
Tell us about your first date with one another.

→ I never went on lunch dates because I was always busy at work so I met Michael after work at a downtown restaurant. The conversation just flowed. I was attracted to him from the start. I remember it turned into dinner.

What was your favorite part about dating through IJL?

→ I met my husband, so I guess I would say that! It's Just Lunch – it's just a lot of fun. I remember I'd get off a plane and have a voice-mail from the matchmaker saying she had a potential date for me. With online dating, you can go back and forth and waste a month with someone and not really get to know them. With IJL, you go meet your match and if you like them, you see them again, and if you don't, you're done.

Find out what an It's Just Lunch matchmaker can do for you by calling 1-800-858-6526 or visit ItsJustLunch.com.



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LEFT TO RIGHT: Gold leaf artisan Yasushi Noguchi; Latticework at the Hyatt Regency Kyoto, inspired by the threads and designs of kimonos.

But perhaps the trend is best exemplified at Hoshinoya Kyoto, which opened in 2009 in a bucolic forested setting in Arashiyama, a quiet suburban district. The property is a modern update on a ryokan, a traditional Japanese inn. Housed in several 100-plus-year-old structures that perfectly sit at the river's edge, the 25-room property seamlessly integrates old styling (sliding screen doors, cedar soaking tubs and tatami rooms) with of-the-moment updates (black wallpaper from Karacho; handcrafted cedar and pine settees; heated black pine floors). Instead of futons being rolled out onto the floor at night, they are lofted onto wooden platforms.

Guests arrive at Hoshinoya Kyoto via a lazy, 15-minute boat ride down the river (after dark, when the boat stops running, it's a rather treacherous van ride up a narrow road to the inn) and are met by a butler, who acts as housekeeper, concierge and jack of all trades. In the morning, he serves you breakfast—either Japanese or continental—in your sitting room. And while a kaiseki dinner isn't served to you in your room, as it is at traditional ryokan, you can enjoy a kaiseki menu at the resort's restaurant, where your butler will attend to you. He is also happy to recommend sightseeing options: The Arashiyama district is home to several of

Kyoto's most famous temples. Or you can just stay in, as there are plenty of opportunities to delve into Japanese culture at Hoshinoya, including tea ceremonies and lessons in chanting and drumming.

The day after I met with Noguchi-san, I made my way to a southern suburb of Kyoto to visit with Sueharu Fukami, a ceramicist who is widely considered one of the top three artists coming from Japan today (his pieces are displayed in the Brooklyn Museum and Victoria & Albert Museum, among other places; they also can be purchased at the Roku Roku Dou gallery in town). Fukami comes from a strong pottery tradition himself: His father was also a potter and owned his own kiln. But a desire to differentiate himself led Sue-

haru to experiment with different methods. Traditionally, potters are limited to shapes they can create on a pottery wheel, but he developed a new technique for producing works: Instead of a wheel, he now builds molds that he uses to cast his creations. And the outcome is spectacular. Angular pieces, all sharp lines and edges, glazed in a sea foam blue green, populate his minimal studio space. He likens the shapes to the curve of a nearby temple's roof or the slope of one of the mountains around town. "If I were in another city, my work would be different," he says. "Every traditional technique here lives inside of me, and I wouldn't be able to reach where I am now without them. I pay homage to those who come before me with what I do." ▽

IF YOU GO:

WHERE TO STAY **Hoshinoya Kyoto**, hoshinoyakyofo.jp • **Hyatt Regency Kyoto**: Far from your standard Hyatt, Japanese starchitect Super-Potato has tricked out this 189-room hotel with a mix of traditional design elements (freestanding cypress tubs in bathrooms, washi paper lampshades, headboards covered with kimono cloth) and modern flourishes. hyatt.com

WHERE TO EAT **Kitcho Arashiyama Honten**: To experience a traditional kaiseki meal in a of its ritualistic glory, pop down on your knees at the low-slung table in your private dining room at this 100-plus-year-old, Michelin-starred restaurant located just down the river from Hoshinoya. kitcho.com • **Giro Giro Hitoshina**: Housed in a former townhouse, this is one of Kyoto's best counter kaiseki restaurants, with its coursed menu of French-inflected seasonal fare. www.guiloguilo.com

WHERE TO SHOP **Roku Roku Dou**: This tiny pottery gallery offers exquisite pieces by Sueharu Fukami, along with other contemporary ceramicists. 81-75/525-0166 • **Gallery Hitamuki**: This 9-year-old gallery-ke boutique offers innovative interiors and tabletop items created by emerging artists from across Japan. 81-75/221-8507. hitamuki.com • **Gallery Keiz**: A stunning array of vintage fabrics from across Japan are on display at this tiny shop. 81-75/212-7114 • **Gold Leaf Art** (Yasushi and Takuro Noguchi): 81-75/415-1150

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1 CITY 5 WAYS

Paris

There's more than one way
to discover a destination

BY JENNIFER BUEGE



Paris is a city of secrets. Spend enough time wandering its streets, though, and the French capital will slowly reveal itself to you. It's a city that's meant to be walked—along the Seine, up the hill to Montmartre, over the bridges of the Canal Saint-Martin, through the Luxembourg Garden. Rewards for your efforts can be found every step of the way, from a bag of fresh-roasted chestnuts being hawked by a street vendor to a cup of creamy hot chocolate at famed tea salon Angelina. Stop to warm up and watch the world go by, then head back to the streets and let the city show you what it's got up its sleeve.

Gourmet

WHERE TO STAY ▶

Hotel Relais Saint-Germain

This hotel puts you in the center of the city, with rooms that have their own boho-chic style. Best of all, your stay includes a reservation at the impossible-to-book ground-floor restaurant *Le Comptoir*. hotel-paris-relais-saint-germain.com



BREAKFAST ▶

Du Pain et Des Idées

Often cited as the best bakery in Paris, this small corner spot is worth a trip to the trending 10th arrondissement. Try the chocolate-pistachio "Escargot" or the banana-Nutella croissant while checking out the original painted-glass ceiling. dupainetdesidees.com



Sophisticate



WHERE TO STAY ▶

Peninsula Paris

The glamorous interior of this new addition to the high-end hotel scene—think bright and airy with gold leaf accents and crystal chandeliers—is rivaled only by the 360-degree view of the city from the rooftop restaurant and bar. paris.peninsula.com



SHOPPING ▶

Rue Saint-Honoré

Head west from the Place Vendôme for a three-block stretch with top shops such as Emporio Armani, Jimmy Choo and Longchamp. Head north on the rue Royale for gourmet shops including Maille, Fauchon and Caviar Kaspi.

Arts Lover

WHERE TO STAY ▶

Hôtel du Petit Moulin

Behind the preserved storefront of a former bakery lies this quirky hotel from fashion designer Christian Lacroix. Bold colors, mixed-era furniture and lush fabrics fill the 17 rooms, each one unique. hotelpetitmoulinparis.com



MUSEUM ▶

Musée du Quai Branly

Travel the world through the museum's permanent collection of artifacts from indigenous cultures in Africa, the Americas, Asia and Oceania—or check out special exhibitions on topics as diverse as tattoos or the Maya. quaibranty.fr



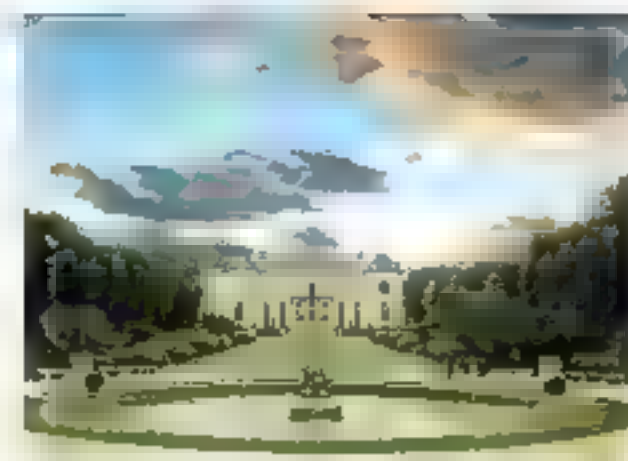
Romantic

WHERE TO STAY ▶ **Hotel Thérèse**

This find in the tony 1st arrondissement scores big points for location and even more for ambiance. Sink into one of the comfy chairs in the lounge and enjoy complimentary afternoon tea. hoteltherese.com

MORNING ▶ **Musée Rodin**

A peaceful oasis in the center of the city, this museum displays some of the artist's iconic works: "The Thinker," "The Gates of Hell" and the passion-filled "The Kiss." End with a walk through the well-kept gardens. musee-rodin.fr



Hipster



WHERE TO STAY ▶

Mama Shelter

This hotel may be located on the east side of Paris, but it offers what those in city center can't: affordable Philippe Starck-designed rooms. Each one is equipped with fun touches such as iPads and superhero masks on the lamps. mamashelter.com

MORNING ▶

Ten Belles

If you can't find a seat inside this small shop, take your cappuccino—made with locally roasted beans—and scone to go and stroll along the nearby Canal Saint-Martin. tenbelles.com





4 MOONING

Rue Montorgueil

Cafés mix with butcher shops, fishmongers, cheese stores, produce stands and bakeries line this street. After walking its few blocks, head west to rue Montmartre and pop into kitchen stores Mora and La Bovida.



4 AFTERNOON

La Grande Épicerie

Pick up the makings for a picnic, shop for unique souvenirs or just take in the tabulousness at this recently renovated, upscale food hall in the Bon Marché department store on the Left Bank. lagrandeepicerie.com

DINNER

Le Comptoir

Scoring a weeknight reservation means you can enjoy the chef's tasting menu and the unlimited cheese plate. Otherwise, queue up on the weekend when the pork-heavy à la carte bistro menu is available. Either way it's a win. hotel-paris-relais-saint-germain.com

4 CUP

Le 68 Guy Martin

Take a break with a cup of Shalimar tea and the Little Black Dress pastry at this quiet spot from chef Guy Martin, hidden on the lower level of Guerlain's Champs-Élysées perfume boutique. le68guymartin.com



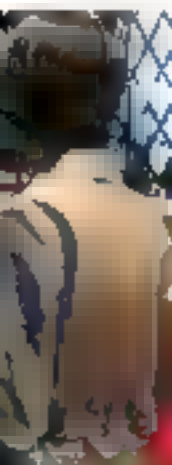
4 CATCH

Palais Garnier

Catch a ballet at this 19th-century theater with its imposing marble staircase, ornate Grand Foyer and Chagall-painted ceiling. This month, the Swedish Royal Ballet performs *Juliette et Roméo*. operadeparis.fr

4 SEPTIME

The inventive French cooking at this buzzy restaurant is spot-on, served in a casual, inviting atmosphere. Dinner offers only one choice: a seven-course "carte blanche" tasting menu. septime-charonne.fr



4 AFTERNOON

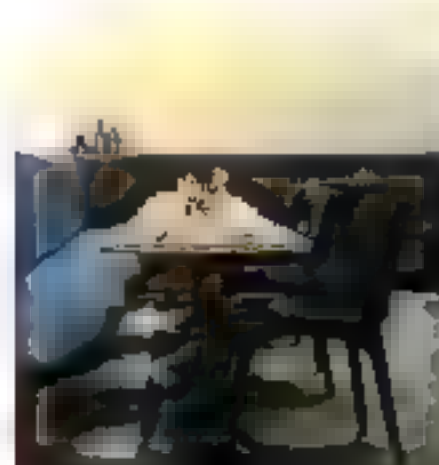
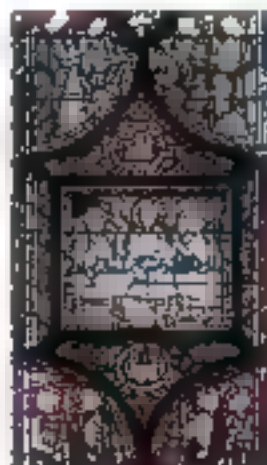
Institut du Monde Arabe

Jean Nouvel's striking building along the Seine features 240 apertures on the south side that dilate to regulate the amount of daylight admitted. The institute functions as a cultural center with exhibit space, classrooms and a terrace overlooking Notre Dame. imarabe.org

4 EVENING

Sainte-Chapelle

Classical music venues abound in Paris, but this Gothic chapel dating to the mid-13th century may be the most atmospheric, with breathtaking stained glass windows. classictic.com



4 DINNER

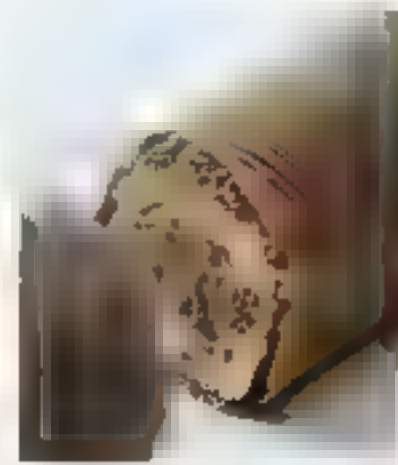
Porte 12

In this lingerie atelier-turned-restaurant, chef Vincent Crépel turns out globally influenced renditions of French classics. Expect a tasting menu filled with items such as short ribs dusted with a powder of Earl Grey tea and charred bamboo. porte12.com

4 PASTRY

La Pâtisserie des Rêves

Glass domes display decadent pastries, from lemon tarts to chocolate éclairs, which the friendly staff will wrap in pretty pink boxes. Pick up a tin of chocolate-covered sablé cookies to take home. lapatissieredesreves.com



4 LOVE

Le Mur des Je T'aime

More than 300 declarations of "I love you," each in a different language, cover this wall created by musician Frédéric Baron and calligrapher Claire Kilo. Smooch your sweetie and take a snap, then head up to Sacre Coeur for the sunset. lesjetaime.com



4 COUPE-CHOU

Le Coupe-Chou

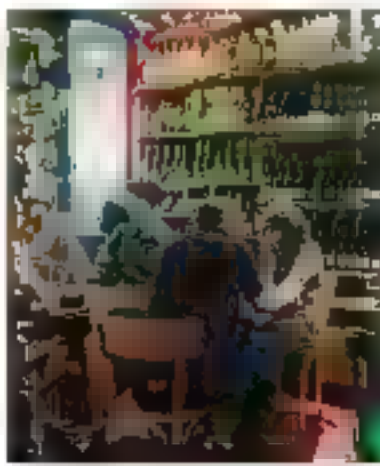
Classic dishes such as duck confit and beet bourguignon reign at this cozy restaurant with exposed beams, fainting couches and a large wood-burning fireplace. lecoupechou.com

4 OPPORTUNITY

You never know what you'll find on the weekend at this mazelike flea market north of the city: a Delft birdcage, vintage tiles, knockoff tennis shoes? Prices can be high, but it's worth a wander. marcheauxpuces-saintouen.com

4 DINNER

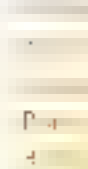
Diners pack in around the open kitchen of this tiny bistro for its simple yet tasty fare such as bone-in duck fillets or grilled whole red mullet. There's no wine list, but the expert staff will set you up with the perfect match. leveragevole.fr



4 EVENING

Prescription Cocktail Club

Sip on drinks at this happening speakeasy where you can order for a group—the ginger-mint Gin & Mule serves four—or go solo. prescriptioncocktailclub.com





For nearly 20 years, Delta and American Express have been offering co-branded credit card products. And when cardmembers earn miles with their SkyMiles credit card, they don't expire—
an industry first.

OLD FASHIONED HISTORY

HISTORY FOLLOWS MANY OF US around like a second shadow. And while it's easy to ignore, the smart ones acknowledge—and even invite—its presence. Kenneth Chenault is one of the smart ones. The chairman and CEO of American Express has made a name for himself by sticking to the 164-year-old company's core values of service, trust and security—even during some of the toughest financial crises in recent memory.

The son of a dentist and a dental hygienist, Chenault grew up in a middle-class area of Long Island. He discovered a passion for history while studying the subject at Bowdoin College in Maine in the early 1970s. After receiving his J.D. from Harvard Law School, Chenault worked short stints at law and management consulting firms before landing at American Express in 1981. A quiet, pragmatic leader, he quickly rose through the ranks of the financial services company, which started as an express delivery firm in 1850 before morphing into the travel and credit card giant we know today.

In 1997, Chenault became president and chief operating officer of American Express, and four years later he took over at the helm. In his decade-plus as CEO, he's led the



Kenneth H. Chenault

HAS NAVIGATED AMERICAN EXPRESS THROUGH SOME TUMULTUOUS FINANCIAL WATERS AND STILL MANAGED TO COME OUT AHEAD.

PHOTOGRAPH by MILLER MOBLEY

company through periods of huge success. It's currently the largest credit card issuer by purchases—thanks to its affluent membership base—and in 2013 earned a record \$5.4 billion in net income.

Happily married with two grown sons, Chenault, 63, wouldn't be faulted for kicking back a little. Yet he's busier than ever, guiding Amex through a range of innovative digital initiatives, including a recent partnership with Apple Pay, the tech giant's new mobile payment service. He still keeps an eye on history, but rather than focusing on his place therein, he's doing it to inform his company's future—a point he stressed when we spoke in November.

What drew you to American Express early in your career?

I liked that American Express was in the service business. That's been core to the company from the beginning. Second, it's a company that's very focused on ideas and innovation. And what I could see is that it was very involved in becoming more meaningful in people's lives. Its range of offerings—from travel to the payments business—touches people's personal lives, business lives and overall lifestyle. I liked that combination. Overlay that with the fact that American Express has reinvented itself over and over. I remember when I first interviewed for the company, I did some research and found out that it started in the freight forwarding business, then found its way into travel, travelers checks and payments.

This year marks the company's 100th anniversary in the travel services business. Where does travel fit into American Express today and moving forward?

Travel has always been in our DNA but certainly became more pronounced in 1915 when we formally established our travel business. The travel business really leverages the service, trust and security bedrock values of our brand

that are relevant when you're leaving the safety of your home. What I think is critical is that consumer travel is playing an integral role in our company. Look at what we've done with our Platinum and Centurion cards and the range of services we provide—we op-

erate one of the largest global full-service travel and lifestyle networks, on- and offline. And we also have a very large retail travel network, with travel councilors around the world. Business travel, too, plays a very essential role.

Talk about challenges you've faced in your career and what you learned from them.

Leadership reputations are made or lost during times of crisis. And the way you judge a strong company is really that company's ability to not just survive crisis but to emerge stronger. I took over as CEO in 2001, and then we had the tragedy of 9/11. We lost 11 of our colleagues in the attack and that was obviously incredibly emotional. The impact on our business was also significant. People really

questioned how we would be able to navigate through the downturn in the travel industry and the impact on the economy; spending was in double-digit declines. But American Express had survived a range of crises over the past 150 years, so we focused on the core attributes of the company. We addressed the emotional needs of people, which was most important, but also took tough actions to reinvigorate and position the company for the future. I'm very proud of how the organization responded, and we emerged strong as a company. The other challenge was the financial crisis of 2009. The mantra that I used for the organization at the time was that we had to stay liquid, profitable and selectively invest in growth. Even in the most dire situation, we still focused on growth. I'm proud that American Express emerged from the worst financial crisis in the last 100 years as a substantially stronger company than before the crisis.

As an African American CEO, do you feel pressure to be a role model?

I believe strongly in the importance of being a role model in our company and in society in general. At the end of the day, corporations have an obligation to make a positive difference in our society, because corporations exist because society allows us to ex-

CASH, CREDIT OR

IF ONE WORD SUMMED UP THE FUTURE OF HOW WE PAY FOR THINGS, IT CERTAINLY WOULDN'T BE "PLASTIC." MOBILE PAYMENTS ARE EMERGING AS THE ULTIMATE DISRUPTER OF CASH AND CREDIT CARDS, WITH APPLE PAY, GOOGLE WALLET AND OTHERS COMPETING IN AN INCREASINGLY CROWDED MARKET

by **CHRIS CLAYTON**

ist. Corporations have a public trust, and it's important that companies live up to that trust.

As the payment industry embraces mobile innovation, does plastic matter anymore?

I couldn't care less if plastic goes away. The form factor is irrelevant. Our core attributes are actually more meaningful in the digital age. When the Internet really exploded, some questioned whether brands would be important, but brands became even more important. American Express has the largest global, integrated payments platform in the world. That means we're involved in every aspect of the payment process. What's really exciting is the convergence of the on- and offline worlds—there's a tremendous opportunity for growth there. We've developed partnerships with Apple Pay, Facebook and Uber—you can now redeem your membership reward points on Uber. We are leveraging our data to create more personalized offers for customer needs. We also want to become an even more welcoming and inclusive brand, so now we offer Serve and Bluebird [prepaid cards] for the nonaffluent customer. Overall, I think that our business model will be more impactful going forward than it was in past. ▽

AP PHOTO/ERIC N. SIEG



"expensive organic groceries," he had used his fingerprint and smartphone to buy expensive organic groceries.

Not that swiping plastic is any more time consuming than holding up your phone, but Payne argues that convenience isn't Apple Pay's main selling point. "It's more about security," he says. Apple Pay uses something called "tokenization," which replaces the card info stored on your phone with a special number used to make payments. That number is translated only when it reaches your credit card network, meaning the merchant never sees your financial information. It's not foolproof, but it's a lot safer than swiping plastic, which leaves your identity exposed to hackers.

Innovations such as tokenization in the mobile space are slowly but surely pushing consumers away from cash, checks and physical cards. Based on Federal Reserve statistics, *Business Insider* forecasts that by 2018, cash transactions will have fallen by 1.1 percent and check transactions by 10.8 percent. For the first time, U.S. consumers are using debit and credit more often than cash—and on a growing number of platforms. From rewards apps to digital wallets to fringe currencies such as Bitcoin, there never have been more ways to pay.

But not every customer is like Payne. For the average shopper, the number of payment options can be dizzying. Plus, old habits die hard. Compare the hundreds of millions of plastic card users in the United States to the few million

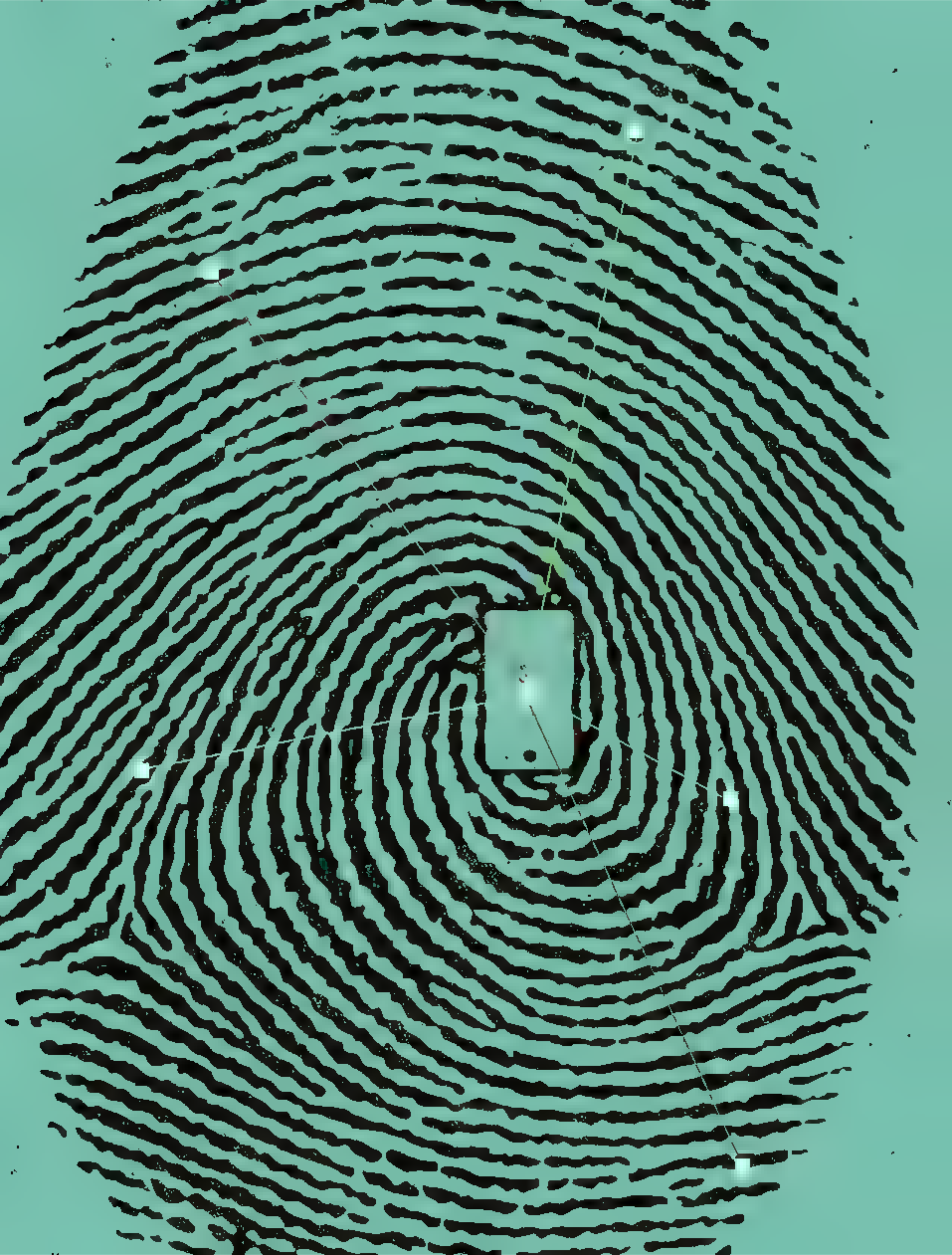
trying out Apple Pay and Google Wallet. "Apple Pay is in the novelty phase," Payne says. "And it'll stay that way until it's widely adopted by consumers and merchants." And therein lies the mystery in these early, wild days of mobile payments: Which innovation will emerge as the true disrupter of cash and plastic, and who stands to benefit the most?

According to a 2014 *Business Insider* report, in-store mobile payments in the United States (that is, using your phone to pay for goods rather than cash, check

Apple's senior vice president of internet software and services, Eddy Cue, shows how the company's new Apple Pay system works at a local Whole Foods store.

IPHONE?

Y NEARLY EVERY PSYCHOGRAPHIC MEASURE, ELLIOTT PAYNE is the ideal Apple customer. He lives in a hip city (Minneapolis), has a creative job (designer at a digital ad agency), moonlights as a DJ, blogs about tech and—most importantly—is a proud early adopter. So when Apple released its new mobile payment service on iPhone 6 in October, guess who tried it out at Whole Foods on the first day it was available? At checkout, Payne placed his thumb on his phone's touch ID sensor, waved it in front of a reader on the payment terminal, and before he could say,



or plastic card) will grow by 153 percent from \$1.8 billion in 2013 to \$190 billion by 2018. Pair that with data from a 2014 Forrester Research eCommerce forecast predicting online retail sales to jump from \$294 billion in 2014 to \$414 billion in 2018, and it's clear that our growing love of smartphones and tablets is impacting how and where we shop. Predictably, banks, credit card networks, retailers and tech companies are clamoring to invent bells and whistles to make mobile payments easier, more secure and—to borrow a word used by a Square spokesperson when we asked how the merchant services outfit planned on winning at the point of sale—more “magical.”

Take American Express. In addition to partnering with Apple Pay (and shelling out for the privilege, according to *Bloomberg Businessweek*), the financial services company is expanding its rewards program to allow cardholders to redeem points at McDonald's, Amazon, Uber and elsewhere. Piggybacking with popular brands helps Amex stay top of mind with its members even if plastic cards eventually disappear. The brands stay happy because they gain access to all those affluent card carriers.

“We’re the largest global integrated payments platform in the world,” says American Express CEO Kenneth Chenault. “And what’s important is that we want to become an even more welcoming and inclusive brand. There’s a tremendous opportunity in the convergence of the online and offline worlds, and to leverage our data to create more personalized offers for customer needs.”

Chenault’s last point is especially pertinent. The Dodd-Frank financial reform legislation of 2010 limits the amount banks and card networks can charge merchants for each swipe. As a result, they’re looking for new revenue streams, such as the potential of “big data”-based business models. “One strand in today’s payments game is about replicating in the physical world what’s

already taken place online,” says Bill Maurer, director of University of California-Irvine’s Institute for Money, Technology and Financial Inclusion. “Online, Amazon has this sewn up. They track my purchases and give me recommendations. That’s easy on the Internet, but it’s a big challenge in the physical world, and right now, no one owns the consumer at the point of sale.”

In the brick and mortar space, merchants and card companies have always stored slices of con-

sumer data but never the whole pie. For example, Target knows everything you buy at Target, but nothing about the other stores you visit or what you purchase there. Your credit card company, on the other hand, knows every store you visit and how much you spend at each, but nothing about the items you purchase.

Not that this has stopped the two sides from doubling down on mobile. While the card networks scramble to form alliances with great brands, retailers such as Starbucks and Taco Bell are releasing mobile payments apps that offer in-app deals and allow users to check out by scanning barcodes on their phones. The Starbucks app also manages customer rewards, stores favorite items and, beginning later this year, will let customers order ahead and skip the line. At presstime, the app accounted for a staggering 14 percent of Starbucks’ weekly transactions. It’s no wonder others are trying to replicate its success.

It’s clear what merchants and banks stand to gain from leaps in mobile payment tech, but there’s hardly a consensus regarding the benefits on the consumer side. Sure, rewards apps are easy and fun to use, but not everyone wants their purchase history recorded and mined. For this reason, says Maurer, Apple is smart to release a wallet

that doesn’t offer much beyond security. “In a post-Target data breach world, Apple Pay’s strategy of ‘We’re not doing anything with your data’ might be a good one for people worried about privacy,” he says.

This year should be a good litmus test for the impact these new technologies could have on the marketplace. By October 1, most U.S. retailers will be liable for any credit card fraud if they do not accept new, more secure “chip and pin” cards that encrypt financial data and will soon replace magnetic stripe cards. As a result, stores are replacing old payment terminals with new ones equipped to handle whatever the consumer throws at them, including old swipe cards, chip and pin cards and phones using “near field communication” to wirelessly talk to terminals from close range, an approach used by Apple Pay. For small businesses worried about keeping up, mobile card readers such as Square and Amazon’s Local Register also will begin accepting chip and pay and digital wallets.

But in an arms race this crowded, Maurer says it’s tough to predict a winner. Apple Pay might be user-friendly and well designed, but at presstime it was accepted at a relatively small number of businesses—and even shunned at CVS, Walmart and a slew of other retailers using a rival digital wallet known as CurrentC. And don’t dismiss cash—at least in the short term. “A lot of these companies forget the human factor,” says Maurer. “So many of these new technologies are requiring people to engage in things they don’t do or have never done. Sure, cash is old, but people like it.”

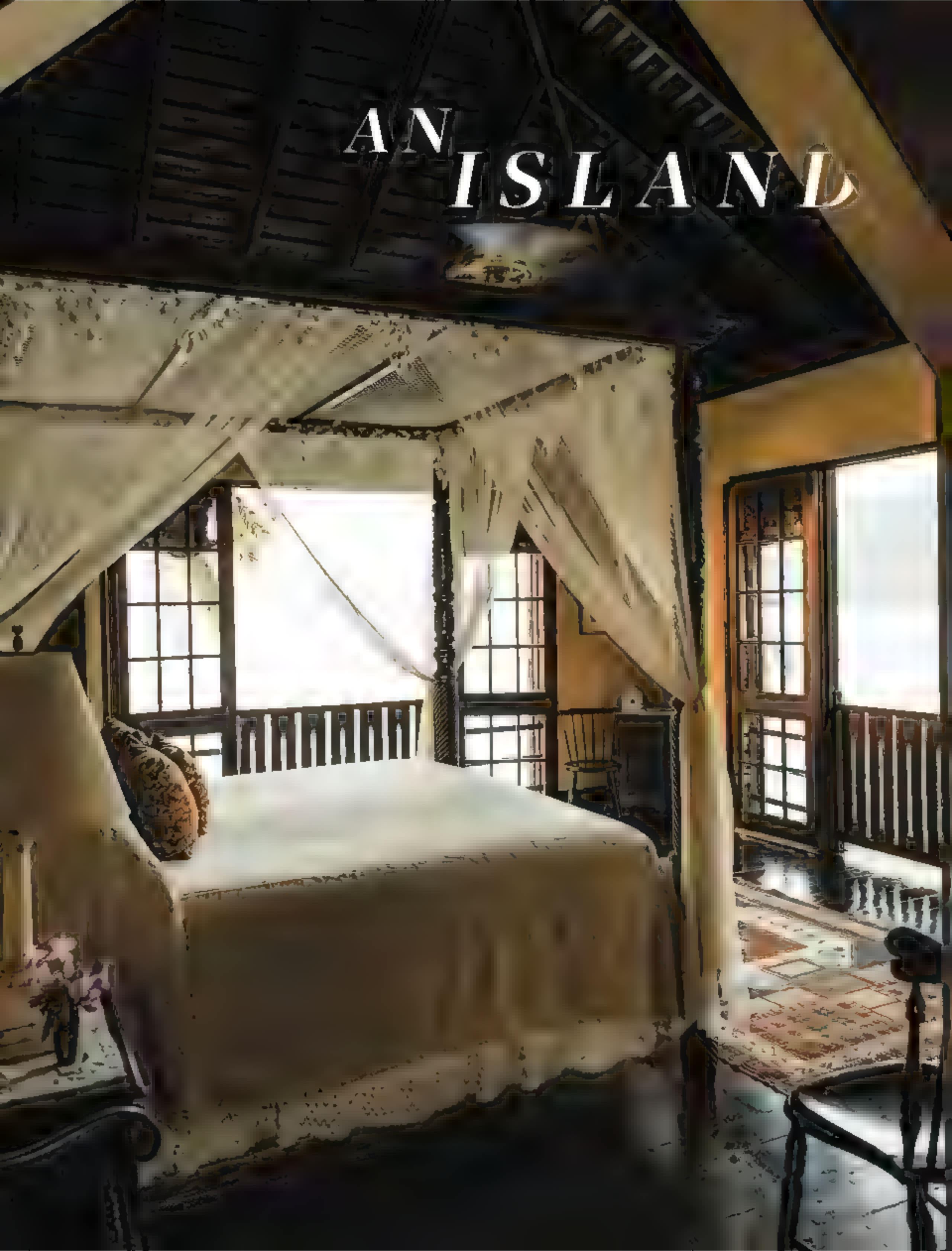
People also liked phonebooks and encyclopedias when the Internet first arrived, and we all know how that turned out. What seems like a novelty today—wave your phone, get bananas!—might revolutionize how we spend in the future. Just ask an early adopter. “I’m not your average consumer,” says Elliott Payne, “but you don’t have to be crazy like me to see how these technologies can benefit the world.”

"In a post-Target data breach world, Apple Pay's strategy of, 'We're not doing anything with your data,' might be a good one for people worried about privacy."

— BILL MAURER, UC-IRVINE'S INSTITUTE FOR MONEY, TECHNOLOGY AND FINANCIAL INCLUSION

ILLUSTRATION BY BRIAN STAUFFER

AN ISLAND



JAMAICA IS
A PLACE UNLIKE
ANY OTHER,
MELDING A LONG
HISTORY OF
ZESTY INDIVIDUALISM
WITH PRISTINE
BEACHES
AND PLENTY
OF LAID-BACK
LUXURY.

BY DAVID HOCHMAN

PHOTOGRAPHS
BY
DAVID
LALRIDSON

A PART







Certain travel fantasies just won't die.

Years ago, my wife handed me a magazine article about an idyllic little place on the remote southern shore of Jamaica and said, "We're definitely going here." Jakes Hotel had everything you crave in a tropical escape—untrammelled beaches, brightly colored bohemian cottages with private outdoor bathtubs, a shoeless vibe and what sounded like an endless supply of ice-cold Red Stripe. Those folded pages sat in a file marked "Someday" but the dream never faded. When we saw a free space on the calendar last summer while our son was away at camp, my wife and I knew, without saying a word, where we'd be heading.

Jamaica can have that effect on people. Even if you've never visited the island, there's probably a reggae tune or scene from an old James Bond movie (Ian Fleming wrote all 14 of his 007 novels during summer holidays there) that makes you go, "Ahh, wouldn't it be nice?" Or perhaps it's the image of Usain Bolt, the world's fastest man, that best symbolizes the determined free spirit of the country. More than anyplace else in the Caribbean, Jamaica, with its lush greenery and "yah, mon" attitude, invokes the feeling that every little thing is gonna be all right.

Of course, there's another Jamaica, too. The sprawling all-inclusive megaresort was born here, and crowded Negril Beach sounds as alluring to me as a half hour wait at Bluebeard's Grill. Likewise, battling cruise ship mobs to zip-line or parasail around Montego Bay isn't my idea of a vacation. And there are other concerns, too. Crime can be a factor (though the crime rate is down and rarely affects tourists) and the gap between the haves and have-nots is startling in places. But venture

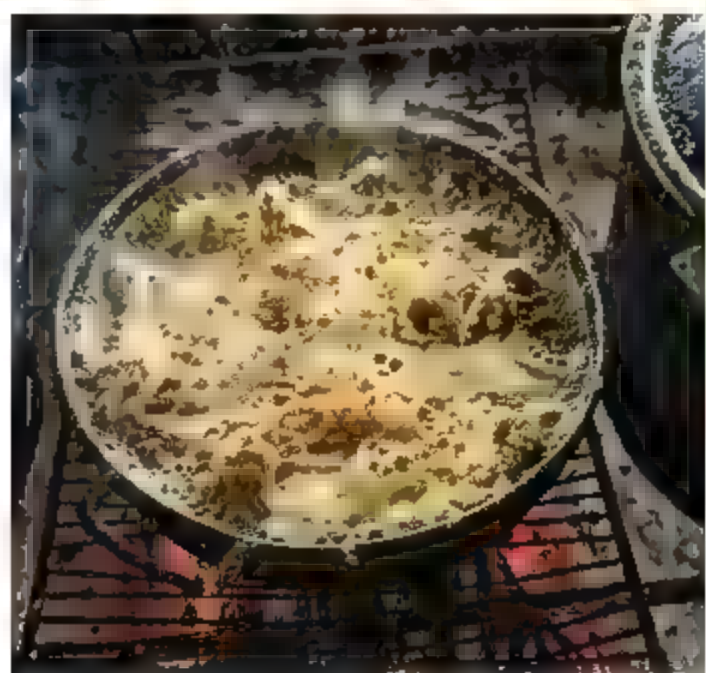
farther and the island reveals itself as a land of misty hills, hidden beaches and passionate locals with zesty personalities full of character and spice.

This begins with the woman at the rental car counter, who looks me up and down when I say we'll be driving ourselves around the island. "You're gonna go where?" she says when I mention we are heading across Jamaica's western flank on a 10-day odyssey that will eventually bring us to Jakes. She hands over the keys to a white Vitara four-by-four, and says with a sly smile, "Keep your eyes on the road and don't let the goats distract you."

American visitors to Jamaica usually prefer being shuttled from airport to hotel to attraction to airport, but I wanted the adventure of taking the wheel, "wrong" side of the road and all, and making our own way. In recent years, emphasis on traffic safety has increased in Jamaica, though that's not entirely a plus for drivers. The first thing I notice after exiting Montego Bay Airport, where most vacationers begin their trip, is how many cops are hiding behind signs and trees and pointing radar guns. Be like Bond. Just don't drive like him.

The third-largest island in the Caribbean, Jamaica was

PREVIOUS SPREAD: One of the guestrooms at Bluefields Bay Villas; A conch fisherman working in Montego Bay. **OPPOSITE:** Chaises with a view at Jakes Hotel in Treasure Beach. **ABOVE (LEFT TO RIGHT):** Serving up some tasty jerk chicken; A collection of sand dollars.

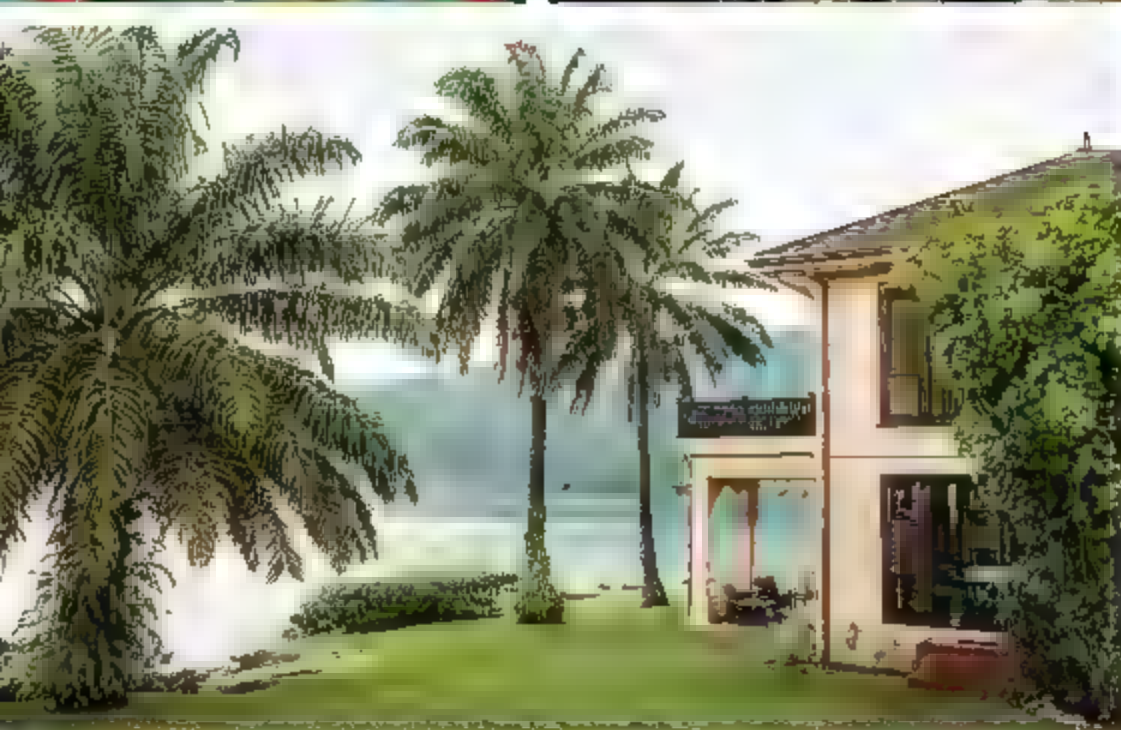


JAMAICA
WAS CALLED
"XAYMACA," OR
**LAND OF WOOD
AND WATER,**
BY THE
NATIVE ARAWAK
INDIANS, AND
IT'S EASY
TO SEE WHY.

called "Xaymaca," or land of wood and water, by the native Arawak Indians, and it's easy to see why, looking through forests of cedar and dogwood to the sea beyond. As was so much of the country, the area we are winding through was plantation land. During more than 300 years of slavery, Jamaica was one of the world's biggest exporters of sugar cane, and the wealth of those years is still visible today. Rose Hall Great House, high on a grassy slope not too far outside of Montego Bay, is considered the best example of Jamaican Georgian style architecture. More than 2,000 slaves lived on the 6,500-acre plantation, but it's the spooky story of Annie Palmer, wife of the builder's grand-nephew, that endures. Said to be a witch, Annie seduced slave after slave, the saga goes, only to murder them when she got bored. Eventually, Palmer met the same end herself, and her tale inspired many Gothic novels. The day we were at Rose Hall, our guide sounded more excited that former heavyweight champion Lennox Lewis was married on the gorgeous grounds a few years back.

Jamaica's rugged interior is still as thick and impenetrable

CLOCKWISE, FROM TOP LEFT: The town of Black River; Artist Jah Calo in Belmont, Jamaica; A guest room and worker at Jakes Hotel; Fresh-caught fish in Montego Bay; Fishing boats in Whitehouse; A villa at Bluefields Bay; A bubbling pot of jerk chicken.



in parts as it was when runaway slaves called “Maroons” lived free in isolated communities in those lonely hills. Here are the major sights we see for almost an hour on our drive: three jerk pork shacks on stilts, four Pentecostal church tents and the skinniest donkey I had ever encountered. Mostly, I just watch the road. At a certain point, the switchbacks coils so tightly that all I can do is inch around each corner beeping my horn in case a truck or knobby-kneed goat—and yes, there are heaps of those—commandeers my lane. Fortunately, no two points are more than a few hours apart in Jamaica (the country of almost 3 million is slightly smaller than the state of Connecticut), and it isn’t long before we are pulling into our first overnight destination, Bluefields Bay Villas.

It’s hard to describe the change of scenery between the humble, countrified landscape we’ve just driven through and this polished boutique resort on the privileged side of a white wooden gate. Bluefields has six seafront villas perched high over a crescent cove so luminous with greens and blues, the views look like a child’s drawing of Earth from space. The service is out of this world, too. We are welcomed *Fantasy Island*-style by our butler, Marvin, bearing a silver tray with cool washcloths and two freshly made rum punches. Yes, I said butler. Bluefields is a splurge, for sure, but the payoff is huge.

Almost all bedrooms face the bay, the talcum-white beach is as empty as Negril’s was 30 years ago and the staff-to-guest ratio hovers somewhere around 5-to-2 (and that’s not counting the friendly house cat, Tom).

Bluefields was designed for maximum loafing. With a chef quietly watching to see when you get hungry, a pool that’s yours alone and kayaks and an ocean trampoline beckoning, it’s easy to get used to. The greatest luxury is freedom. Houston Moncure, who manages the place, which is owned by his Washington, D.C.-based family, explains, “In a normal hotel, you wake up, go to the breakfast restaurant, come back, change, wash off. Change to go to lunch. Change to go to dinner. At Bluefields, that doesn’t happen. It’s entirely on your time. You don’t do anything you don’t want to do.” That first evening, my wife and I have a late nap, a sunset swim and a candlelight dinner of pan-seared lionfish with king crab in a jerk mango sauce. After several fabulous nights like this, we try to imagine what it would feel like to have Tom’s life and curl up at Bluefields permanently.

The farther we travel along the south coast, the more “tourism” gives way to authentic Jamaica. Following the A2 Highway down from Bluefields, we stop to pay respects at reggae great Peter Tosh’s white-concrete mausoleum. Continuing south, the town of Black River is a vibrant outpost with an end-of-the-road





feel. Once it was among Jamaica's grandest and busiest shipping ports—the first spot on the island to have electricity and telephones. Elegant old merchant houses and parish churches lend majesty to High Street even now.

We arrive in Black River on Emancipation Day, a national holiday commemorating the abolishment of slavery in 1834, and a citywide party is in full swing. Jubilant dancers dressed in the yellow, green and black of the Jamaican flag lead a brass band playing “I Shot the Sheriff.” At the food tents, smiling old women stand chatting over flaming pans of “rice and peas” and ackee and salt fish, the national dishes of Jamaica. It's barely noon, but the look in the eyes of the lanky teenagers cavorting around a DJ's truck loaded with turntables and huge speakers—the type of “sound system” that played an essential role in the development of ska and reggae—suggests that this celebration will last well into the night.

It is significantly quieter on the river itself. The Black River safari tour is now the area's biggest draw, along with YS Falls and the fascinating Appleton Estate rum tour. Jamaica's largest wetlands are home to almost 150 bird species, three types of indigenous mangrove trees and what looks to me from our skinny little riverboat like a very healthy population of “endangered” American crocodiles. Keep your hands inside the boat, is all I can say.

Lest we become dinner ourselves, we graciously thank our captain upon our return to town and head like wide-eyed pilgrims down a lonely farm road to Jakes. Treasure Beach is a sleepy community on a forgotten stretch of coastline that's home to fishermen, farmers and expats. Many locals are said to be descendants of Scottish sailors shipwrecked there in the 1830s, which explains the fair skin and green eyes, even among those who have dreadlocks and speak in a patois.

Jakes itself does not disappoint. So much of the pleasure in travel is the anticipation, but this is that rare arrival that lives up to long-held expectations—and not for the reasons I expect. The hotel is the town hub, not just because of its fairy tale location on Calabash Bay or its theatrical suites and cottages done up like Moroccan ksour. It is the atmosphere that draws people in. You feel like you're part of something. Jakes hosts a

biennial literary festival that features luminaries such as Salman Rushdie and Zadie Smith. The hotel's charitable Breds Foundation helped build a nearby sports park and community center where Serena and Venus Williams ran a tennis clinic for kids. Last year, a dorm-style hostel called Jacks Sprat Shack opened across the way from the hotel to give students and other budget travelers an opportunity to experience the magic of this coast.

Jason Henzell is the quiet force behind it all. His grandfather, Basil, came from England in the 1930s with fishing rods and polo mallets, eventually settling on an acre of land he bought on the beach for 100 British pounds. Jason's mother, Sally, and her late filmmaker husband, Perry, who wrote, directed and produced the reggae-infused cult film *The Harder They Come*, added to the property and built a restaurant, pool and 30 cottages with quirky details such as walls embedded with conch shells and bottle glass.

Jakes isn't especially fancy, yet it oozes charm and cool. An older gent named Dougie mans the tiki bar with enough charisma to crack a coconut (his rum cocktails are knockouts, too). The private roof deck on our oceanfront suite, Octopussy 2, has the perfect day bed perch for watching passing clouds and dolphins. Next door to the hotel at a casual eatery called Jack Sprat, locals and guests mingle over jerk crab and conch soup under towering guayacan trees as a crescent moon rises to welcome us.

We spend days meandering between the hotel and “town,” which in Treasure Beach means a collection of barefoot guesthouses and some open-air shops and cafés. The most unexpected is Callaloo Batik, run by Paris-based fashion designer Sophie Eyssautier, whose rarified taste in housewares and chic beach design add fabulousness to the faraway seafront. It takes serious willpower to walk away from a one-of-a-kind hand-painted end table bearing the iconic Red Stripe logo that would look perfect in my man cave back home.

Then again, who needs stuff when you've got paradise? One afternoon, Henzell points toward the ocean and says we have to try the Pelican Bar, a tropical speakeasy three-quarters of a mile out at sea. A bumpy boat ride later, we hop onto the wooden gangway of the remote watering hole under palm thatching on a dot of white sand. The fish is as fresh as it comes, the views clear to the horizon, the happiness meter off the charts. We clink a couple of cold ones, dip our feet in the Caribbean and toast to living the dream. ▼

OPPOSITE. Colorful ackee fruit. **ABOVE (LEFT TO RIGHT):** Rose Hall Great House in St. James; A seaside hammock at Jakes Hotel in Treasure Beach.

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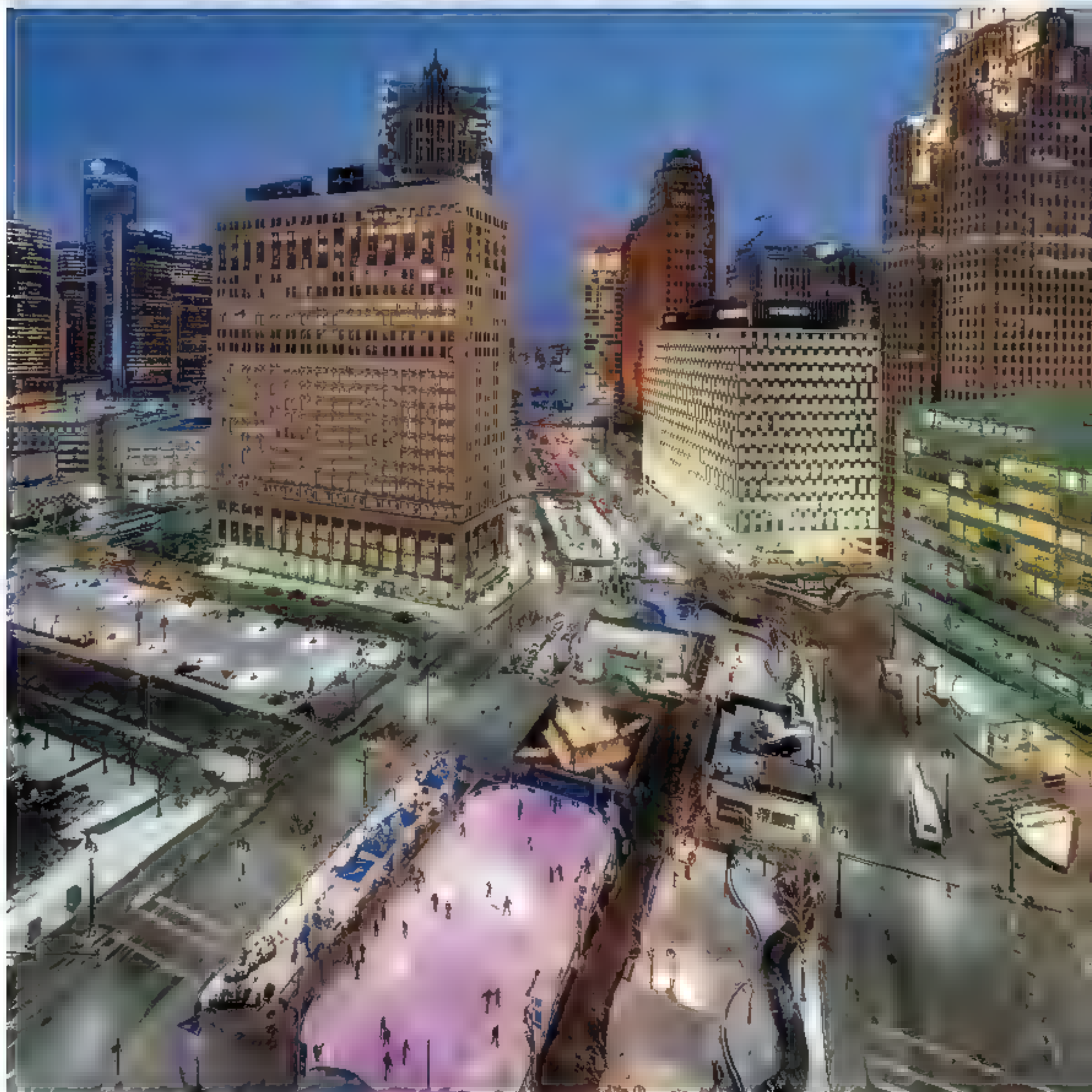
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Michigan's legacy as a state of makers is far from being a story—in fact, with a new sense of optimism and entrepreneurial spirit, it looks set to shape the future

BY
JON ZEMKE

Michigan is a state of makers. While the word *maker* has taken on new significance in today's world, connoting the inventive DIY tech movement, for decades it was Michigan that defined making in America. Few other states have a history of innovation and creation that can rival it. Undeniably, that illustrious past was overshadowed by fallout from the Great Recession. But today, across the state, the spirit of making—which seems to be a common trait among Michigan natives—is stronger than ever.

"My mission has been to create more and better private sector jobs in Michigan and to keep our young people in the state. And we've made great progress on these goals,"

says Michigan Governor Rick Snyder.

"We're in the top five states for creating private sector jobs, with nearly 300,000 jobs created since 2010. There are many positive indicators that show Michigan is becoming more competitive and a better place to do business."

Snyder points out that the American Economic Development Institute named Michigan the "most improved state of 2014 for facing challenges of the 21st-century competition for jobs and business investment." For two years in a row, the state has ranked among the top five for major new corporate facilities and expansions. Add to that a ranking of sixth best, nationwide, for the best entrepreneurial climate, and it's easy to see the upward trajectory.

The governor also points to work being



CLOCKWISE FROM FAR LEFT:
Detroit from the Detroit
River; the "Spirit of Detroit";
biking the Upper Peninsula;
University of Michigan.

“Skilled trades education is important, and we’ve supported collaboration between our business community, colleges and K-12 districts on programs that inspire and prepare students. There already are a number of exciting partnerships for students as well as adults looking for new skills. One example is FIRST Robotics, which pairs high school students with experts in the field to build robots for competitions. Michigan leads the nation in FIRST Robotics teams.”

That tech-savvy, forward-thinking spirit is fully on display each fall at the Accelerate Michigan Innovation Competition. The who's who of Michigan's start-up scene gather in Detroit to take in the newest made-in-Michigan technologies that will reshape the Great Lakes State's economy.

The researchers who develop new technologies, the entrepreneurs who commercialize them, the wealthy angel investors and venture capitalists who fund that transformation, the media members who tell the story—they all attend. By the end of the three-day event, everyone leaves thinking they saw a sure-shot winner.

Bigelow, executive director of the Accelerate Michigan Innovation Competition and a lecturer at the University of Michigan Ross School of Business. "The technologies at Accelerate Michigan are going for venture funding. They are going to have a big impact with their bottom lines."

It doesn't hurt that the competition awards \$1 million in seed capital and business-building services. The first place winner walks away with a \$500,000 check to be used in the best way the winner sees fit.

The Accelerate Michigan Innovation Competition is a project of the New Economy Initiative. A conglomeration of mostly Michigan-based foundations, led by the Community Foundation for Southeast Michigan, raised more than \$100 million to launch the Detroit-based nonprofit. The goal is to invest that money in programs focused on reinventing Michigan's economy through entrepreneurship, such as Accelerate Michigan and a number of other programs within Michigan's universities, small-business accelerators, major corporations, tech clusters and investor circles.

"I get tired of people asking us to become the next Silicon Valley," Bigelow says. "It's all about using assets we already have."

MY MICHIGAN

Rick Snyder

Governor of Michigan

LOCAL ROOTS: Snyder grew up in Battle Creek, Michigan

MUST-SEE: Sleeping Bear Dunes National Lakeshore on the northwest corner of the Lower Peninsula has been named "The Most Beautiful Place in America."

ONLY HERE: The Henry Ford in Dearborn is an amazing and varied museum complex exploring Michigan and American history. Visitors can take a ride in a Model T past Thomas Edison's laboratory before getting a close look at the Rosa Parks bus and a collection that tells the story of how Michigan became the world's automotive leader.

TRAVEL ADVICE: Don't forget the Upper Peninsula! "The UP"—as "Yoopers" call their homeland—has some spectacular natural wonders, such as Tahquamenon Falls State Park and Pictured Rocks National Lakeshore. Visitors also enjoy exploring the Great Lakes Shipwreck Museum and the Soo Locks, the canal system linking Lake Superior and the other Great Lakes.





MY MICHIGAN

Cindy Pasky

Founder, president and CEO of Strategic Staffing Solutions

LOCAL ROOTS: I am proud and fortunate to have lived in Detroit most of my life.

FAVORITE EATS: As a Downtown Detroit resident for more than 25 years, there is nothing better to me than neighborhood mainstays, like a classic burger at Nemo's in Corktown.

MUST-SEE: Our riverwalk, one of the most picturesque and welcoming destinations anywhere

ONLY HERE: The Detroit Institute of Arts, which holds world-renowned masterpieces ranging from Van Gogh's "Self Portrait" to Bruegel's "The Wedding Dance" and the stunning Detroit industry murals by Diego Rivera.

MUST-DO: Sports! Detroit is a sports town and catching a game while in the city, no matter what the season, is a must. On your way into the game, look for Vader, one of the Detroit mounted police horses that Strategic Staffing Solutions adopted this year



The spoils of the automotive industry and manufacturing in general made Michigan rich, powerful and comfortable.

The jig was up by the turn of the century—after the Internet bubble burst. The recession that followed hit Michigan hard and the state was mired in an economic funk for the rest of the decade. Then the Great Recession struck and sent unemployment well above the national average. Two of the Big Three automakers went bankrupt, followed by the city of Detroit. By then it had become obvious that Michigan needed to pull together and change.

"Something happened here in the Great Recession that didn't happen elsewhere," says Doug Rothwell, president and CEO of Business Leaders for Michigan. "Our recession lasted a decade so we all realized we needed to work together to pull out of it. It's really become a part of our DNA."

Business Leaders for Michigan is exactly what its name sounds like. It's a group of executives of the largest companies and research universities in Michigan, all working together to build a better economy. The organization does a lot of things, including benchmarking where Michigan's economy stands today and charting a path forward.

At the height of the Great Recession, Michigan found itself at the bottom of all of the economic indicators it cared about (unemployment) and at the top of some it wished it hadn't heard of (rate of home foreclosure). Business Leaders for Michigan recently released its annual benchmarking report, which indicated that the state ranked in the top 10 for exports (7th), higher education research and development (9th) and corporate tax climate (9th). It also ranked 14th for both employment growth and overall tax climate.

"It's made businesses feel like this is a really great place to do business not only today but in the future," Rothwell says.

Higher education is proving to be a central player in that game plan.

"We have been through our cycles but we came back strong," says Steve Arwood, executive vice president and COO of Michigan Economic Development Corporation. "That vibrancy is still strong. It's buttressed by our world-class educational system."

Michigan's dozens of colleges and universities are educating hundreds of thousands of students and employing tens

of thousands of people on their campuses and in their health systems.

The lion's share of the University-based innovative technology powering new businesses in Michigan is either developed in the labs or by the people connected with them at Michigan's three principal research universities: the University of Michigan in Ann Arbor, Michigan State University in East Lansing and Wayne State University in Detroit.

"They are economic engines unto themselves," says Jeff Mason, executive director of the University Research Corridor, an alliance between Michigan's research universities that aims to transform, strengthen and diversify the state's economy.

Those three universities account for 32,000 graduates each year, along with 94 percent of the \$2.1 billion in research and development spending conducted by all of Michigan's institutions for higher education. That research has become increasingly collaborative as the state's universities work to break down silos that have limited growth.

"When the economic times are challenging and the resources are scarce, collaboration is one of the ways to leverage investment in research and development," Mason says. "In general, our research universities have been working together more. It's not about competing against each other. We can compete nationally and globally. We are stronger when we work together."

That has added to a grass roots-level buzz among local entrepreneurs interested in taking advantage of the technologies being spun out of Michigan's universities and the people connected with them. These are not the people caught up in the rust belt stereotype. These are the makers getting excited about the innovative technologies developed here.

"The brand of our state resonates because of our past and the creative people that reside here," says Ken Nisbet, associate vice president for technology transfer at the University of Michigan. "That brand will carry on into the 21st century." ▀

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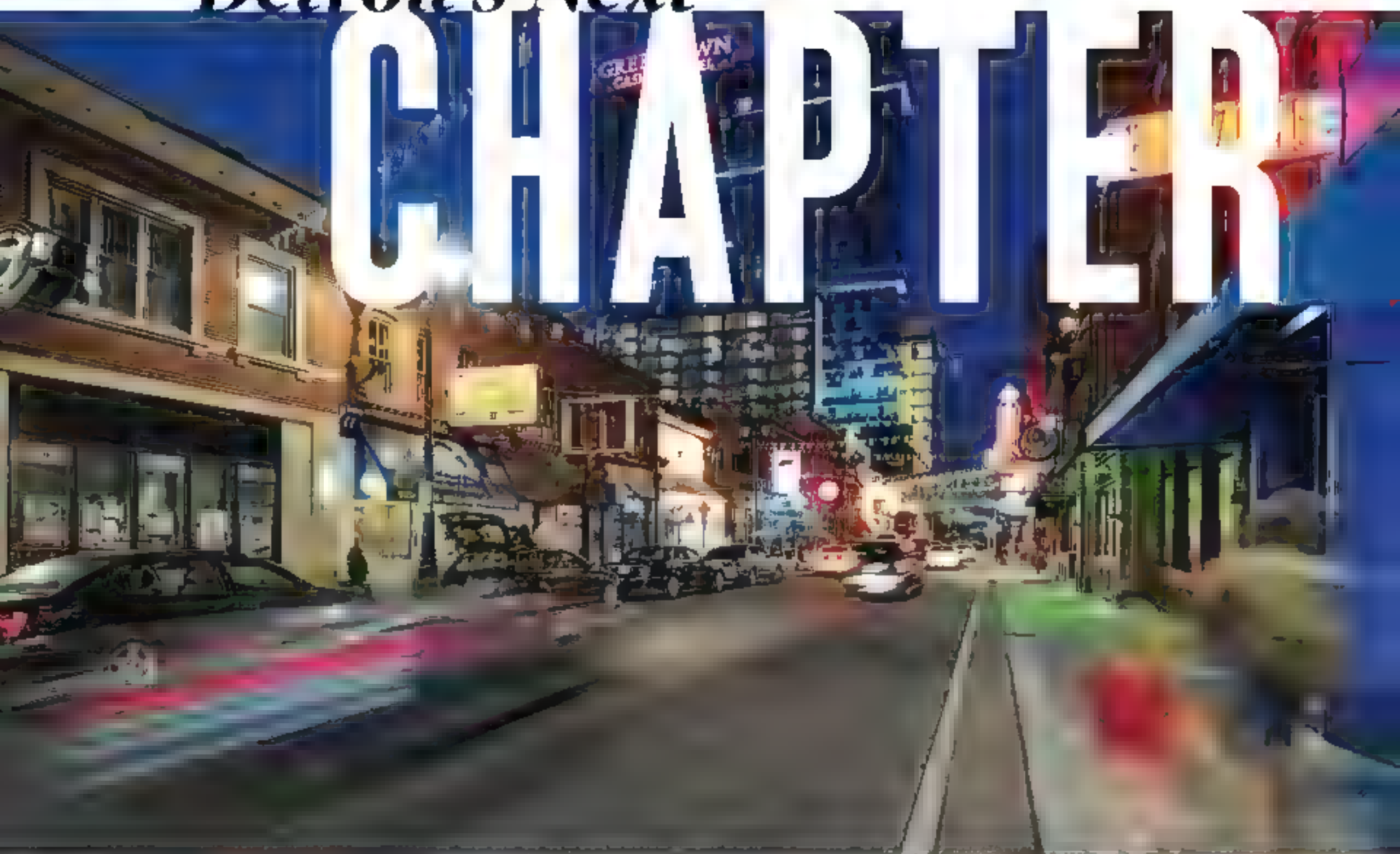
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Detroit's Next

CHAPTER



Detroit is an American legend. Now, in the wake of tough times, the city's leaders and residents are working together to write its greatest chapter yet.

BY
KAREN DYBIS

More than two centuries ago, a French Roman Catholic priest named Father Gabriel Richard, upon watching a fire engulf Detroit, wrote the prophetic words that would become the city's motto: "We hope for better things; it shall rise from the ashes."

Richard was inspired in part by citizen reaction to the massive blaze—its population of about 600 people did not abandon Detroit. Rather, they rallied to construct a new municipality based on a street model that reflected spokes of a wheel, foreshadowing its ties to industry, technology and transportation.

As Detroit moves forward—recovering from a riotous past, its "ruin porn" reality

and the largest municipal bankruptcy in United States history—Richard's phrase, "*Speramus meliora; resurget cineribus*," has never seemed more fitting. It is a city not only hoping for better things; it is an organized, deliberate group of individuals, businesses, organizations and foundations that actively are tackling the city's issues, building on its recent spate of sizable investments and evolving into a city on the rise with what many believe is unstoppable momentum.

It is companies large and small giving weight to the idea that Detroit truly has hit its tipping point in terms of its recovery. It is billion-plus-dollar investments, such as those of Dan Gilbert's Rock Ventures and its affiliates, which are renovating and activating more than 60 properties and bring

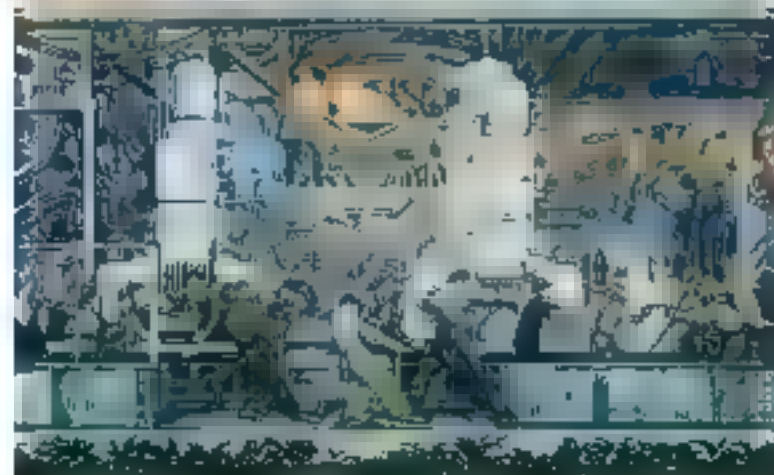
Scott LaRiche

Chairman of the 2015 North American International Auto Show

LOCAL ROOTS: Raised in Plymouth, Michigan. Attended Our Lady of Good Counsel, Plymouth Salem High School and stayed close attending Eastern Michigan University. Now living right next door in Northville, Michigan

ONLY HERE: This is the only place on earth you can be part of the largest single night children's charity fundraiser. It happens during the North American International Auto Show's Charity Preview at Cobo Center. It's an incredible night of giving that includes seeing some of the newest vehicles that manufacturers have just unveiled and rolls into a great night of parties and dancing. The night features legendary performers, great food and the who's who of Detroit.

TRAVEL ADVICE: If you plan on a trip to Michigan, make sure to give yourself enough time to experience the entire " mitten." In fact, there are so many things to do, you may want to make several trips.



CLOCKWISE FROM FAR LEFT: Greektown; Detroit Medical Center; the planned Red Wings stadium in The District Detroit; the Detroit Institute of Arts, Comerica Park.

facturing and industries here, it creates a workforce that is powerful and strong. It can adapt and survive," says Larry Brown, executive director for the Innovation Institute, a public-private partnership founded by Ohio-based manufacturing technology nonprofit EWI, the University of Michigan and The Ohio State University.

But it is also the collection of small businesses that are defining the region's potential for long-term success. Detroit Mayor Mike Duggan is just as proud of winning the Innovation Institute for his city as he is for the 20-something couple that run the Parker Street Market, an organic grocery store in the West Village area of the city. Duggan met Parker Street's co-owner David Kirby when Kirby waited tables at foodie favorite Craft Work.

The mayor smiles as he recounts Kirby's move from Brooklyn to the Motor City. Then he lays it out: You just can't waltz into Chicago, Seattle or Manhattan, find a dirt-cheap lease and build out a storefront using your tips and big-box hardware store gift cards to become a local food proving ground. But you can do exactly that in Detroit.

And that's the message people including Duggan and Detroit's biggest boosters such as mortgage giant Gilbert, Little Caesars Pizza founders Mike and Marian Ilitch and car magnate Roger Penske are shouting from every rooftop they own in the city.

"Entrepreneurs and artists by their

ing a "family of companies" that includes Quicken Loans into downtown and 12,500 team members into shops, restaurants and entertainment venues. It is brands such as Shinola, Detroit's well-known upscale watch company with fans including former President Bill Clinton, which has grown to nearly 300 employees just shy of its second anniversary.

It is historic reuse projects such as the city's historic Corktown district landing the \$148 million research behemoth known as the American Lightweight Materials Manufacturing Innovation Institute, which promises to spur innovation, supercharge Detroit's job-training and job-creation talents and bring national attention to the state's manufacturing renaissance.

"Because there's diversity of manu-

Tim Bryan

Founder and CEO, GalaxE Solutions

LOCAL ROOTS: Before January of 2010, no one from GalaxE Solutions had ever set foot in Michigan. However, as we searched for our next software development center, the city's history, corporate composition and immense potential spoke to us. Today, we love Detroit.

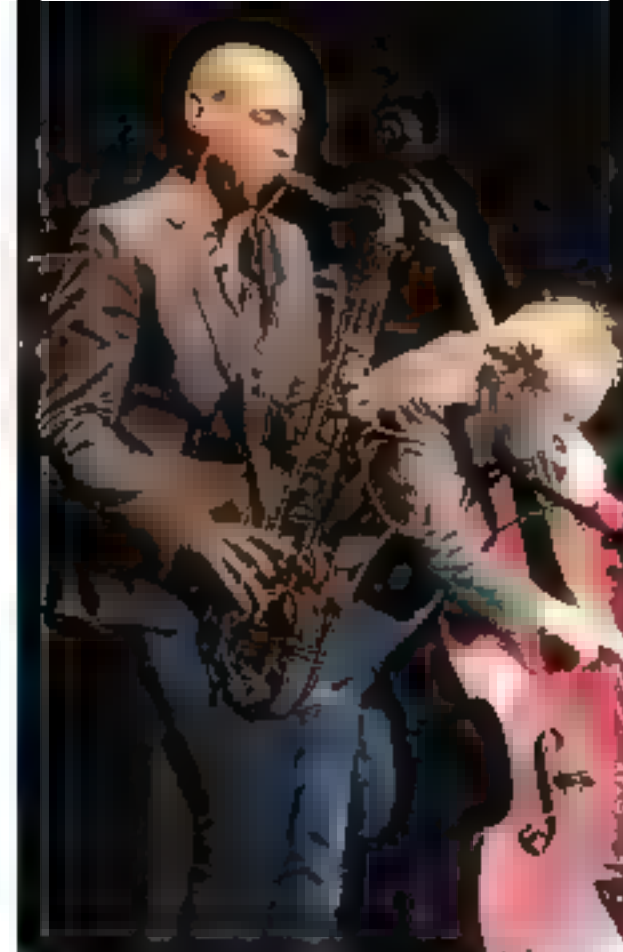
MUST-SEE: The vibrant and exciting Campus Martius Park includes live music in the summer and ice-skating in the winter. It is one of the country's finest urban parks.

ONLY HERE: Business, community, political, education and philanthropic leaders collaborating in an unprecedented fashion. Here, companies like GalaxE Solutions, Quicken and others make the downtown a center of innovation. Together, we are creating next-generation jobs and training and educating to fill them.

MUST-DO: Make the time to take in the Detroit Institute of Arts, Comerica Park, Motown Museum and the Charles H. Wright Museum of African American History.



LEFT: A rendering of the new Cobo Center; RIGHT: Musicians perform at a Rock Ventures-coordinated event.



nature are rebels," says Duggan. "You're always listening to your parents or your friends tell you why you won't make it. And there is something about Detroit that is the ultimate place for the rebels, and that's who we're attracting. I'm hoping that the rebels who don't fit in in their local community will find their way here because they will be welcomed with open arms."

Detroit's rebels have a very real and significant cause, Gilbert notes. He points to people such as legendary menswear designer John Varvatos who was born in Detroit and is opening a 4,000-square-foot flagship retail store along Woodward Avenue in spring 2015. The store, naturally, will be inside one of Gilbert's properties—just one of the more than 120 businesses that Bedrock Real Estate Services has recruited to the city.

Gilbert began moving his business to Detroit's central business district in 2010 in an effort to help lead the transformation of what he calls "a great American city." The goal, Gilbert says, was not to import the suburbs, erase Detroit's essence or sideline longtime store and business owners. Rather, he sought to elevate the things his father and grandfather saw in the city in which they operated businesses. So that meant collaborating with organizations such as the Library Street Collective to put world-renowned urban artists in Bedrock's "The Z" parking garage, making it a destination for art-loving locals and visitors alike.

"We try to see every single thing we do through the prism of uniqueness. We're not trying to suburbanize the urban core. If we wanted to duplicate that, we might as well have stayed in the suburbs," Gilbert says. "We even want our parking garages to be unique so from the time you pull in you're seeing art that you're not going to

see in other cities. Even our office spaces themselves are classics. You're not going to see that in suburban life. You just can't replicate the hustle and bustle you get with the urban core."

Whatever you call them—Midwestern rebels or Michigan mavericks—Metro Detroit is replete with examples of people who just won't give up on this city or region. It is their tenacity that is fueling growth within key sectors of the local economy, including high tech, medical, advanced manufacturing and, of course, automotive. In other words, if you want to understand why Detroit has become a comeback story, just remember this: There is good reason one of the city's most recognizable pieces of public statuary is a boxer's fist.

Joe Louis aside, Detroit's emergence from bankruptcy in November is the greatest symbol of its turnaround over the past decade. The process took less than two years, and it heralded some of the most creative public-private partnerships the nation has ever seen.

For example, "The Grand Bargain" saved the Detroit Institute of Arts' collection through a fund-raising effort totaling more than \$800 million from foundations, private donors and the state. Want another? Bond insurer Financial Guaranty Insurance Co. created a settlement that includes getting the land now occupied by Joe Louis Arena and its 2,100-space parking garage. Once vacated by the Detroit Red Wings, the creditor says it will replace the aging arena with a hotel, riverfront condominiums and retail.

"There's true partnership here," says Conrad L. Mallett Jr., chief administration officer for the Detroit Medical Center, which recently invested \$850 million in new facilities and new technology, expanded



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David Scrivano

President and CEO of Little Caesar Enterprises, Inc.

LOCAL ROOTS: Scrivano was born in Detroit, raised in Warren, and graduated from the University of Michigan, Ann Arbor.

FAVORITE EATS: I grew up with "Detroit style" pizza and there is nothing better than the Little Caesars Detroit-Style DEEP!DEEP Dish Pizza!

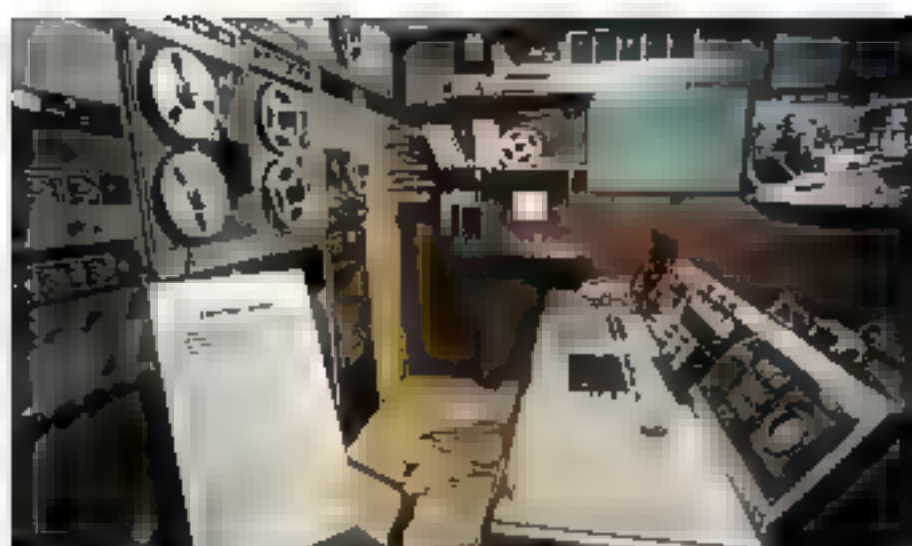
ONLY HERE: I love that you have the best of both a rural and cosmopolitan lifestyle. There is amazing entertainment and energy downtown, as well as open space with great skiing, fishing and outdoor activities.

TRAVEL ADVICE: When people come to Detroit you should bring your walking shoes. Start off on the riverfront, walk down Woodward Avenue, past Comerica Park, the theater district, Little Caesars World Headquarters and see the progress of The District's regrowth.

MUST-DO: Take your kids to visit the Michigan Science Center and walk around Greenfield Village at The Henry Ford.



LEFT: The Control Room at Motown Studios; RIGHT: Hundreds of people march for jobs, peace, and justice on the Martin Luther King Jr. holiday.



ERs and ICUs and opened the new DMC Heart Hospital. "Roger Penske brought the Grand Prix back to Belle Isle, but it was the State of Michigan, the City of Detroit, the county of Wayne and the foundation community that raised the \$4 million necessary to redo the raceway so the race actually could take place. This is the kind of thing where the community is prepared and has demonstrated a willingness to respond to a good idea and not back down."

That is true on many projects such as M-1 Rail, a public-private partnership that raised more than \$100 million from philanthropic foundations and leading regional corporations and institutions, in addition to a \$25 million grant from the federal government. M-1 Rail also has received significant support and cooperation from the City of Detroit and the State of Michigan. The 6.6 mile, 11-stop modern streetcar line began construction during the summer of 2014 and is expected to be completed by spring 2016.

Another significant investment comes from the Ilitch family, who broke ground in September on a \$450 million Detroit Red Wing arena, which is expected to spur an initial economic impact of \$1.8 billion and create at least 8,300 construction and related jobs as well as 1,100 permanent positions.

"The District Detroit," which covers 45 blocks between downtown and Midtown, will feature another \$200 million in office buildings, apartments and restaurants along with an outside space "larger than New York's Rockefeller Center," according to Chris Ilitch, president and CEO of Ilitch Holdings, Inc.

"Detroit is in the midst of an amazing comeback, and it's an exciting time to lead a project that can transform largely vacant land into a dynamic, vibrant area of down-

town for everyone in our community to enjoy," Ilitch says. "And above all, people in Detroit need jobs and opportunity. That's exactly what this project brings."

There is energy here, a palpable vibration of activity that makes it easier to create change, says Chris O'Malley, the newly appointed president of Mainframe Operation for Compuware Corporation, a downtown-based technology-performance company. O'Malley likens it to a "start-up mentality," perhaps driven by the fact that Michigan as a whole has innovation woven into its very DNA. The state has the largest concentration of engineers in the world. It has so many patent applications that the U.S. Patent and Trademark Office opened its first-ever satellite office outside of Washington, D.C., in Detroit.

"In a digital economy, it's not big beats

"IN A DIGITAL ECONOMY... YOU HAVE TO BE AGILE. THAT'S WHY I'VE COME HERE. THERE'S AN EXCITEMENT HERE, A GUTSINESS... YOU JUST NEED TO SCRATCH THE SURFACE TO LET THE ENERGY LOOSE."

— CHRIS O'MALLEY,
PRESIDENT OF MAINFRAME
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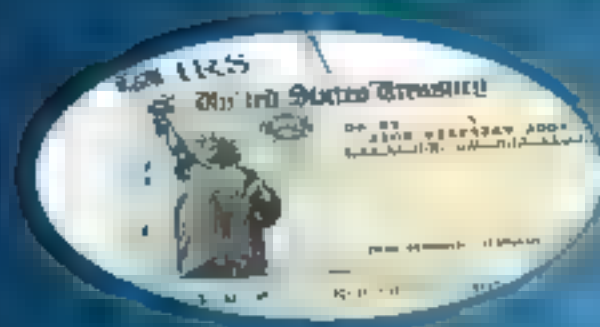
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LEFT TO RIGHT: Beaumont Health System; Working at Rock Ventures. BELOW: Crowd of soccer supporters.

small. It is fast beats slow. You have to be agile," O'Malley says. "That's why I've come here. There's an excitement here, a gutsiness, a scrappiness. Detroit made itself through the industrious nature of people like Henry Ford. There's a confidence people pull from the past. You just need to scratch the surface to let the energy loose."

There's a true rebirth of youthful optimism, entrepreneurship and innovation, says Sandy Baruah, president and chief executive officer of the Detroit Regional Chamber.

"We will always be the Motor City and an automotive hub. But we're also becoming the epicenter for next-generation mobility," Baruah says. "If you want to build a car, this is where you design, engineer and build it. Now, we're also building the next generation car—all the sensors, all of the technology to make cars autonomous, to connect to the cloud. All of that testing, building and prototyping is being done right here in the Detroit region."

It is estimated that over the next five years the Detroit area will add more than 90,000 jobs to its workforce. The health care and social services industry will add nearly 40,000 jobs, followed by professional, scientific and technical services, which will add nearly another 20,000 jobs to the region, according to the Detroit Regional Chamber. Since 2009, IT job growth outpaced the nation's by nearly 4 percent.

More than 61,000 individuals work in the IT sector and Oakland County boasts the largest talent pool.

Oakland County has 2,000 tech firms with 42,000 jobs in the tech field, more than twice the number of any other county in Michigan. It recently launched tech248, an initiative of Oakland County executive

L. Brooks Patterson to harness the accelerating growth in the tech industry. The goal is to help tech companies collaborate and attract, develop and retain talent while promoting Oakland County as a global technology hub.

The tech248 initiative is part of the county's Emerging Sectors program, which Patterson launched in 2004. The program identifies the top growth sectors and fosters business development within those areas, explains Irene Spanos, Oakland County's director of economic development and community affairs. Since then, the county has received nearly \$2 billion in private investment and created 26,000 jobs, retaining more than 11,000.

Its Medical Main Street is a prime example of how the Emerging Sectors program works, Spanos says. The county noticed that its life sciences sector was growing rapidly with 100,000 workers in related fields, so it brought CEOs of major health systems from the entire region together. Not only does the county provide them with economic and marketing support, they help one another on everything from management to research to medical device development, Spanos says.

"Some of the products that are coming out of Medical Main Street are innovative spine technology, cancer treatments and research," Spanos says. "There are companies such as Sentio MMG, creating new nerve mapping devices that use airbag sensor technology to determine where nerves are for noninvasive back surgery. We've worked with them from day one when it was just an idea. Now it's being manufactured and assembled here in Southfield and being sold globally."

That collaborative passion is fueling relationships that span geographic distance, says Olga Savic Stella, vice president of business development at the Detroit Economic Growth Corporation, the nonprofit



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RIGHT: Monument to Joe Louis. BELOW: Detroit Institute of Music Education event.

economic development agency that is a close partner of the City of Detroit and staffs several of its public redevelopment authorities. She points to the city's new Innovation District in Detroit as a catalyst for new jobs and small business growth throughout the area, particularly in its neighborhoods.

"There is a strong commitment to utilize our assets to spur on automotive, technology and medical businesses within the Innovation District. Those assets will be used to propel the rest of Detroit," Sayre-Stela says.

Blending these industries into the fabric of Detroit is key to Gilbert, Duggan and others who are heavily invested in the city. Information technology is such a key element in Gilbert's companies that Quicken Loans has often been called a "technology company that does mortgages extremely well." It recently was recognized as *Computerworld Magazine's* No. 1 Place to Work in IT for the fifth time. At the heart of the growth is the M@dison Block, a historic theater turned technology incubator and the hotspot for creativity and job creation



in the city.

If it seems like Detroiters are on a mission, there's good reason for that. That is one of the reasons more than 22,000 college-age students applied for 1,300 Rock Ventures internships last year. The millennial generation wants a city that's walkable and has giant chess boards in city parks. But they also want to feel like they're part of something special—that they are the ones who are taking Detroit to a place it's never been before, Gilbert says.

"I know I am slightly biased but if I were to start a business now there's no place I'd rather be than Detroit," Gilbert says. "You can have a positive impact from day one." ▼



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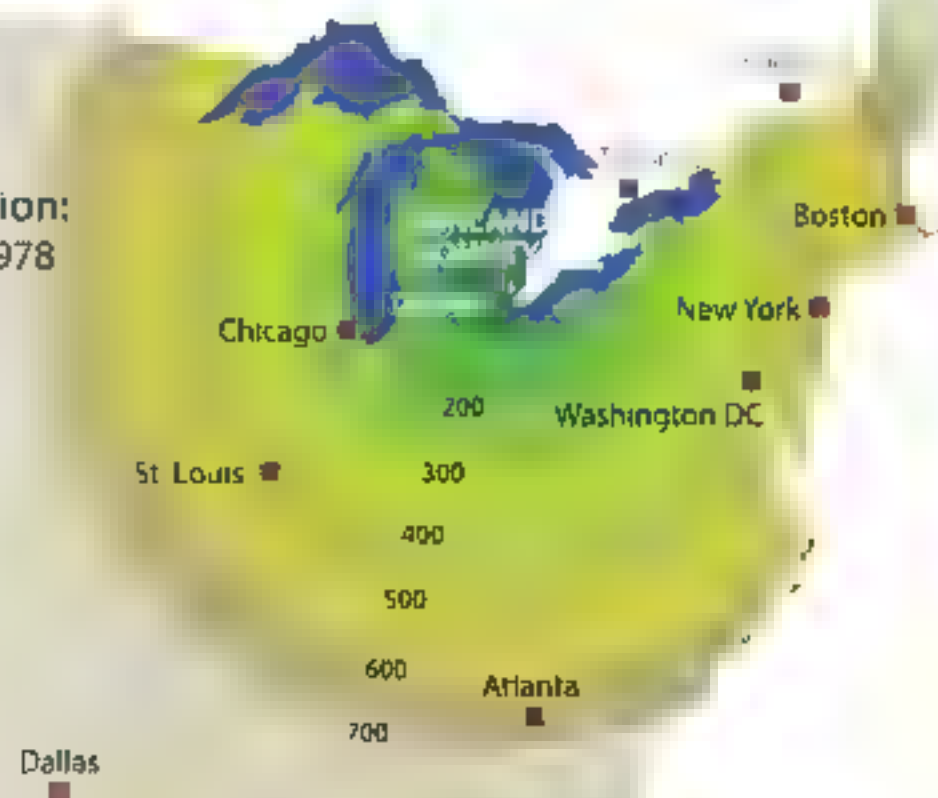
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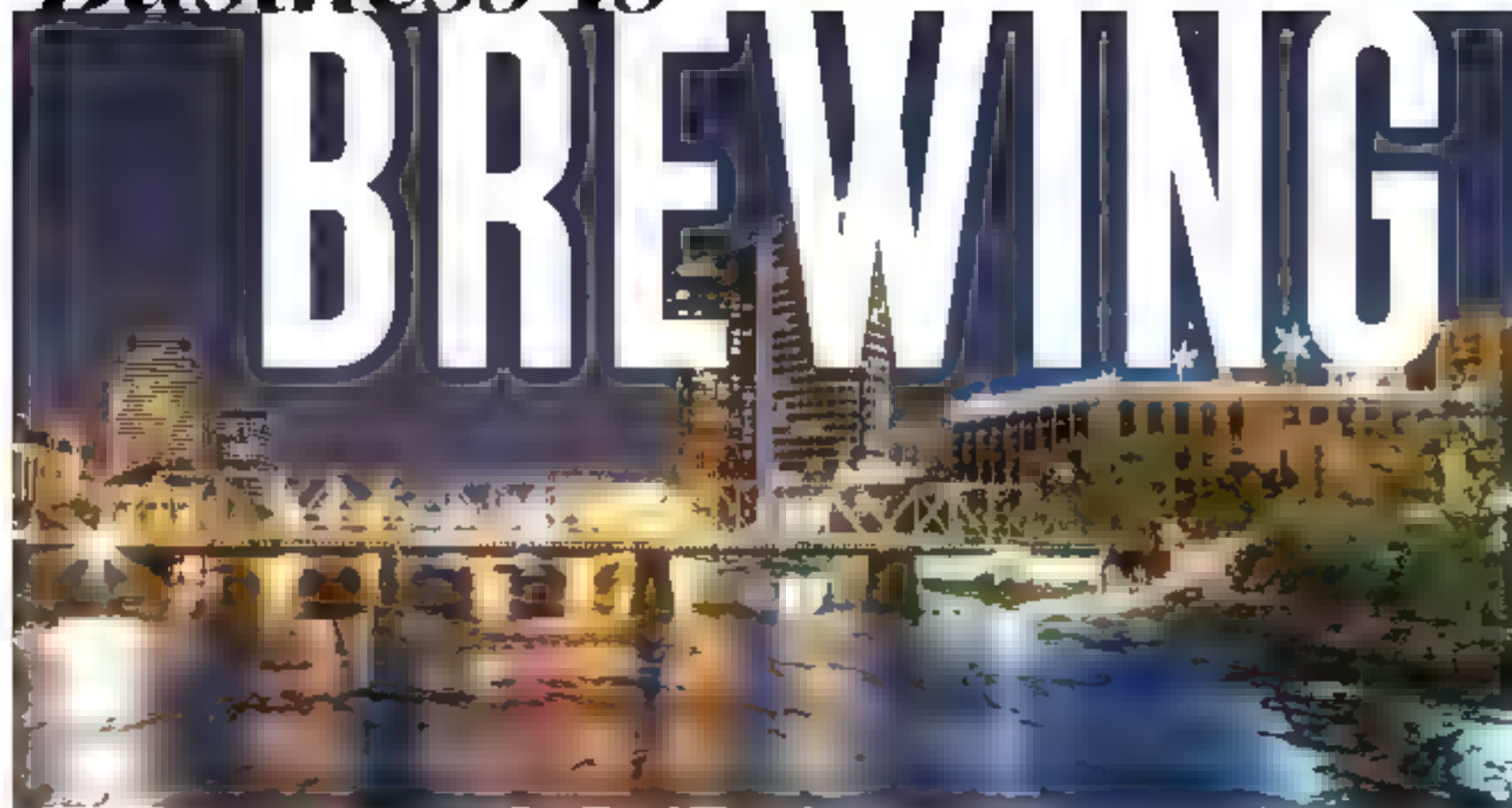
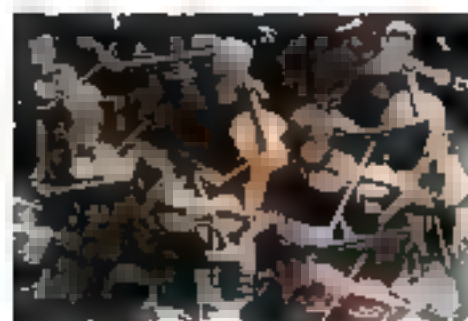
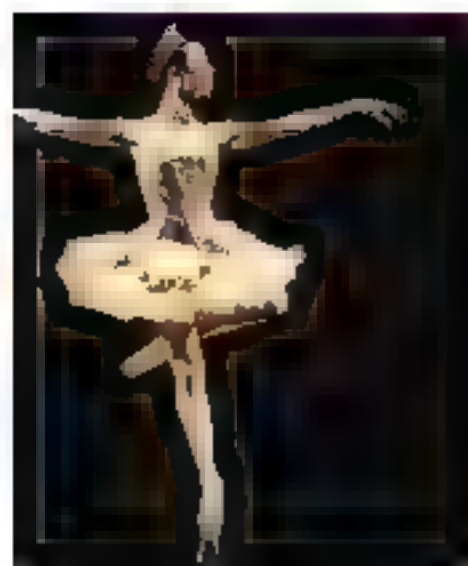
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Business Is

BREWING



CLOCKWISE FROM TOP LEFT: Grand Rapids Ballet Company; downtown Grand Rapids; Frederik Meijer Gardens; Mark Sellers of Downtown Grand Rapids bars HopCat, Stella's Lounge and Viceroy; Grand Rapids Symphony.

Grand Rapids' economy has a long history of success, but new ventures are making the West Michigan metropolis a hot property

BY
JON ZEMKE

Grand Rapids "Beer City USA." Or the "Best Beer Town in America." West Michigan's major city has been lauded with these titles in the past three years, ranking it alongside the likes of Milwaukee, St. Louis, Portland and others.

"It's adding to the conversation about Grand Rapids that we didn't expect," says Ginny Seyferth, president of SeyferthPR, a 30-year staple of downtown Grand Rapids. "CEOs are now talking about cities like Portland and Grand Rapids in the same sentence. That wouldn't have happened 10 years ago."

Seyferth is a member of the executive committee for the West Michigan Policy Forum, which works to reinvent Michigan's economy. She has watched the emerging

craft beer industry take its place as an economic force in Grand Rapids, driving job creation, spurring urban revitalization and inspiring excitement in mid-sized cities halfway between Detroit and Chicago.

Founders Brewing Co. is at the center of this craft brewing renaissance. The 17-year-old company is now Michigan's second-largest brewery. It expects to ship 198,000 barrels of beer in 32 states this year, making it one of the country's largest microbreweries.

The company just broke ground on a \$40 million expansion encompassing an entire city block in downtown Grand Rapids. Breweries on this scale—it's expected to churn out nearly a million barrels of beer annually—typically occupy acres of former farmland. But Founders chose to plant its

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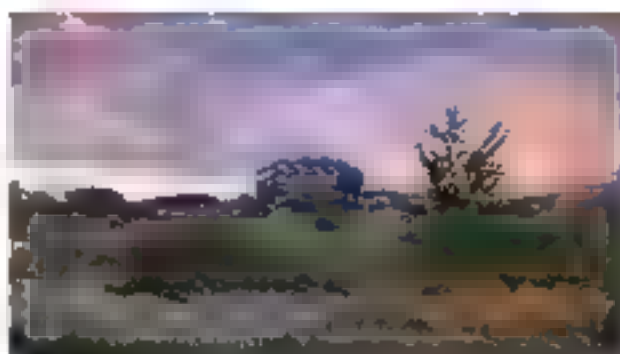
Frederik Meijer Gardens & Sculpture Park opening June 2015

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CLOCKWISE FROM TOP LEFT:
Grand Rapids Art Museum;
ArtPrize; Frederik Meijer
Gardens; Founders Brewing Co.;
BELOW: Doobie Brothers playing
at Frederik Meijer Gardens.



production flag in downtown Grand Rapids.

"Downtown Grand Rapids has been a big part of our growth and success," says Mike Stevens, CEO and co-founder of Founders Brewing Co. "We lost money in a lot of those early years and it was the people of Grand Rapids who kept us alive in those hard times."

That investment is a big win for Grand Rapids, but craft brewing is just one aspect of Grand Rapids' robust, diverse economy.

"It has really captivated a large audience, but it's not the economic driver that other things are here," Stevens says. "But it produces a real passion from people. It's something consumers love to get behind."

The foundation of West Michigan's economy consists of a number of businesses in a diversified economy. Meijer (super-center retail), Amway (direct sales), Gordon Food Service (food service distributor) and Wolverine (work apparel) have

done the heavy economic lifting for generations, employing tens of thousands. Add in a slew of strong agriculture, life sciences and manufacturing businesses, and it's easy to see why Grand Rapids' economy is a hub for mid-sized firms that employ 500 to 1,000 people.

"Grand Rapids is a community that is self-built," says Tim Mroz, vice president of marketing for The Right Place, a local economic development agency. "We're not a place that X company built. We're hundreds of businesses and individuals that have been very successful."

And they all feed off of each other. For instance, craft brewing led to a resurgence in local hops farming. There were fewer

than 20 acres of commercial hops land five years ago. Today there are more than 400 acres harvested by local farmers.

"That industry has made a tremendous comeback," Mroz says. "Who is to say what is going to happen in the next five to 10 years? It creates some interesting growth potential."

The promise of the future is steadily raising the quality of life stakes in Grand Rapids. Jobs are plentiful. The unemployment rate was 4.7 percent as of September 2014. Grand Rapids' downtown is enjoying an unprecedented level of investment. The area has just under 60,000 college students spread among a number of universities, including Western Michigan University.

"They all converge on downtown Grand Rapids," Seyferth says. "It's sort of like a college town without a major football team."

That energy creates a dynamic environment. It wasn't the case when Chicago-based hedge fund manager Mark Sellers returned to his hometown in the mid-2000s. He jokes that downtown Grand Rapids still embodied some of the "Bland Rapids" stereotype.

So Sellers opened a bar that excited him: a craft beer-focused pub called HopCat. It took off. Sellers then launched Barfly Ventures and opened or purchased several other bars and brewpubs in downtown Grand Rapids, such as Grand Rapids Brewing Co, Stella's Lounge and McFadden's. HopCats are now popping up in Lansing, Indianapolis, Ann Arbor and Detroit. Those expansions all trace back to downtown Grand Rapids, where people still flock to take part in the excitement.

"It gives you pride," Sellers says. "It feels like you're part of something larger than yourself. It's growing and it's exciting." ▼



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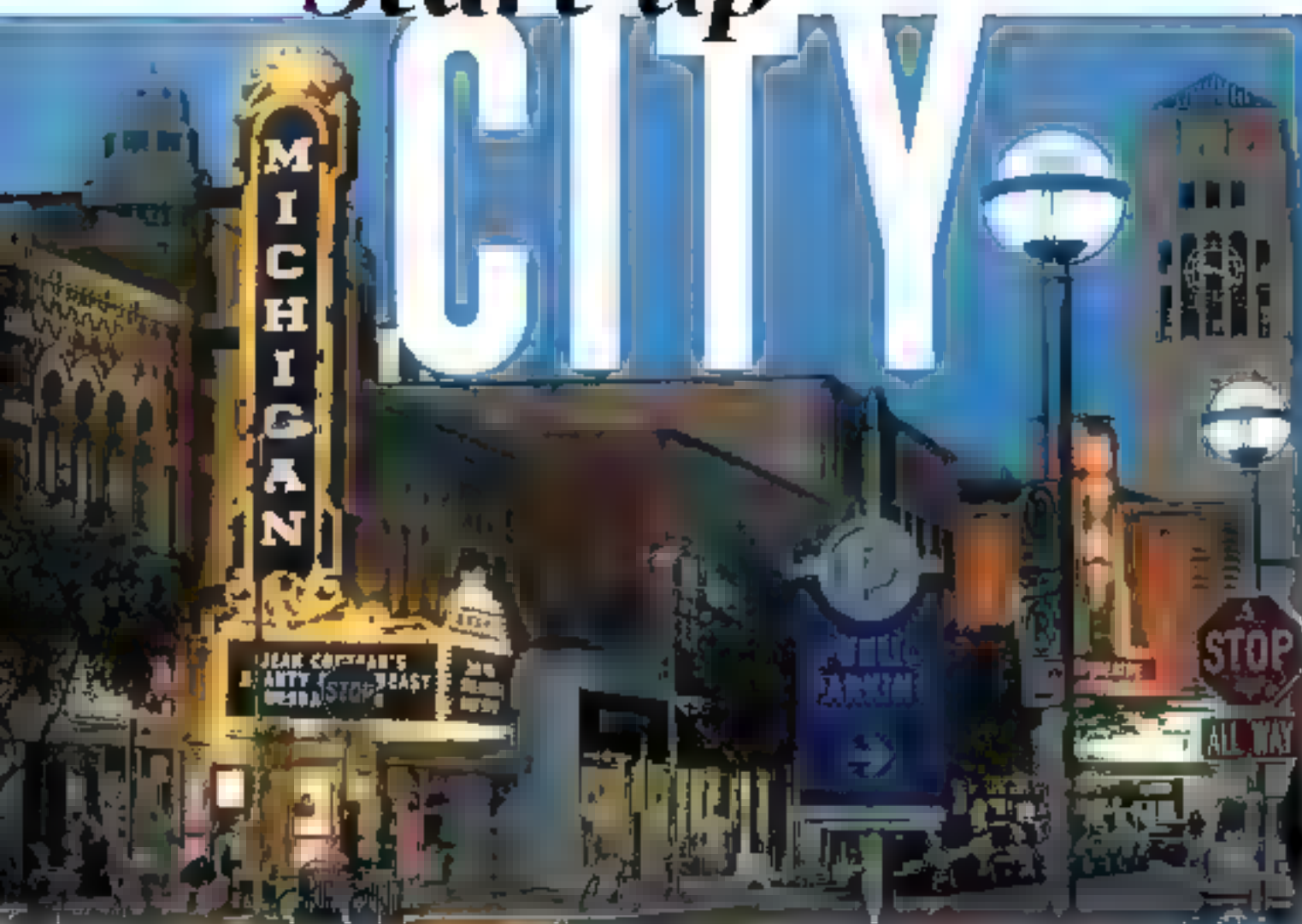
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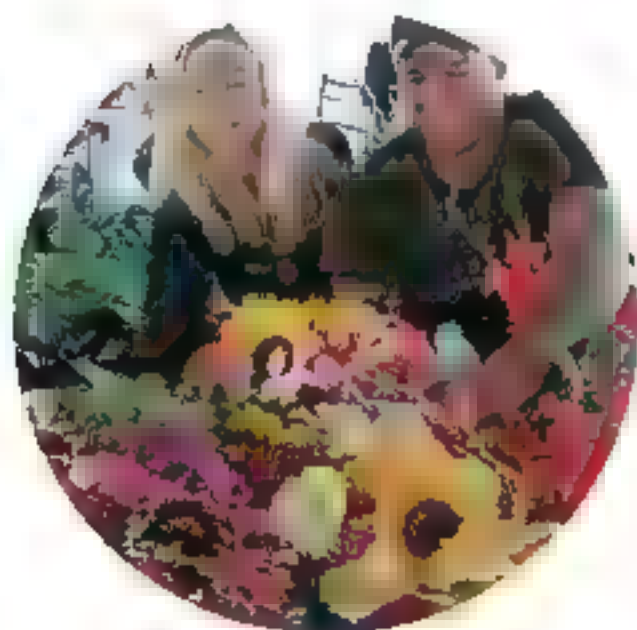
Start-up



Ann Arbor's academic prowess and entrepreneurial spirit make it a hotbed of up-and-coming businesses

BY
JON ZEMKE

CLOCKWISE FROM TOP LEFT: Downtown Ann Arbor; Zingerman's Deli; a football game at the University of Michigan's Michigan Stadium. BELOW: Ann Arbor farmer's market.



When Michigan's economy falls on hard times, local leaders point to Ann Arbor as the bright spot—the kind of place the rest of the state can model itself after. Ann Arbor is well-educated, building a tech-based economy, has low-unemployment and enjoys a high quality of life. Locals often sleep soundly during a recession.

One big reason for that is the University of Michigan, which consistently churns out innovative start-ups.

They are the kind of ventures that attract millions in investment. Nineteen of the 33 venture capital firms that operate in Michigan are based in Ann Arbor. The city is a logical fit because of U-M and the fertile entrepreneurial environment that fosters start-up growth.

Ann Arbor-based start-ups regularly dominate the annual Accelerate Michigan Innovation Competition, the state's preeminent business plan competition. In 2014, Ann Arbor firms took the top two spots and won nine of the eleven subcategories.

"Disruptive start-ups choosing to call



Ann Arbor home shines a bright spotlight on the fact that innovators want to be here," says Paul Krutko, president and CEO of Ann Arbor SPARK, a local economic development organization. "They recognize this is a special place where businesses can start up and grow through access to talent, business acceleration and capital."

Duo Security is one of those start-ups. The software firm is backed by both local venture capital firms and some name-brand firms in Silicon Valley, such as Google Ventures and Benchmark Capital. Duo Security's software consists of a two-factor authentication process to protect digital information, an increasing concern in both the consumer and corporate worlds.

Duo Security's CEO Dug Song is a U-M graduate and former executive at Arbor Networks, an online security firm that became one of the biggest acquisitions in the area.

Song could do his work anywhere. He is a natural fit for Silicon Valley. Yet he stays in Ann Arbor because of the city's quirky culture, family-friendly atmosphere and Michigan's underdog status.

"We are all in this together," Song says. "In tough economic times we circle the wagons, link arms, and work together. At other tech hubs it's a much more mercenary attitude."

Duo Security launched in 2009 with two people. Today it employs dozens in downtown Ann Arbor and has several open positions.

"We have a tremendous amount of talent," Song says. "Every city is known for something. New York is all about money. LA is all about fame. D.C. is all about power. Ann Arbor is all about smarts." ▼

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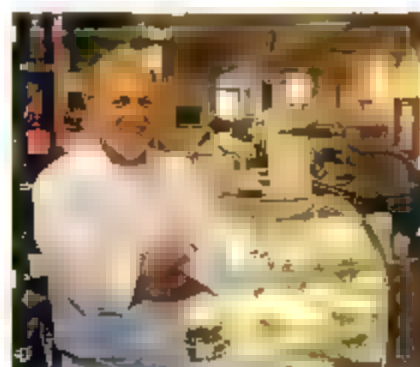
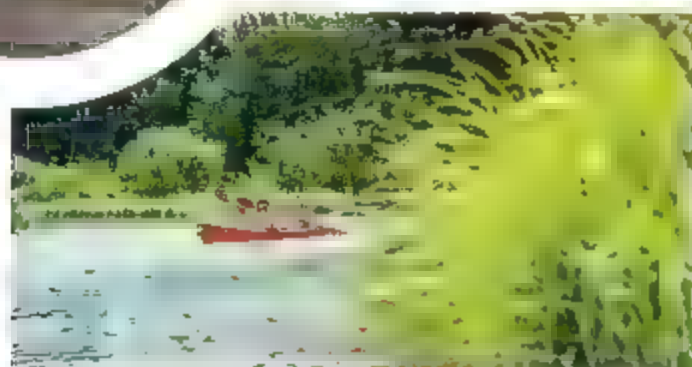
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The Pleasant

PENINSULA



CLOCKWISE FROM TOP LEFT: Shady Lane Cellars; Sleeping Bear Dunes National Lakeshore near Traverse City; Dave Denison of Amical; canoeing near Traverse City; shopping in Traverse City. INSET: Detroit Institute of Art.

Michigan's motto, 'If you seek a pleasant peninsula, look about you,' holds true across the state

BY
MICHAEL PATRICK
SHIELDS

Michigan is equal parts grit and glamour. Detroit's urban edginess and the culinary craftsmanship of cities such as Grand Rapids are countered by the state's picturesque "up north" vacation regions, from Traverse City and Bay City all the way up through the U.P., where miles of lakeshore, lush forests and quaint towns are among the marquee attractions.

WATER WONDERLAND

Love to be on—or even just near—the water? Then consider this: No other state in the country boasts an equal amount of freshwater coastline. For a dramatic introduction to the state's waters, witness

24-foot waves splashing over the picturesque **Grand Haven Lighthouse and Pier**, one of Michigan's 115 lighthouses, located just a 45-minute drive from Grand Rapids. On seeing it, one might expect to smell the saltwater spray of the Atlantic, but it's **Lake Michigan**—one of the inland seas known as the Great Lakes. Only Michigan can claim to touch four of the five Greats: **Lake Superior, Huron and Erie**, in addition to Lake Michigan.

While those mighty waves have taken freighters to the bottom in rough weather, July is a far milder time to get out on the water. That month, in the annual **Bell's Beer Bayview Mackinac Race**, 200 sleek sailboats hoist their spinnakers and move up Michigan's geographic area known as the "thumb" to the "Sunrise Side." Com-

Dan Mullen

Vice president of leasing and development at Bedrock Real Estate Services

LOCAL ROOTS: was born and raised in metro Detroit. I was always drawn to downtown Detroit's stunning architecture designed by greats like Minoru Yamasaki and Albert Kahn.

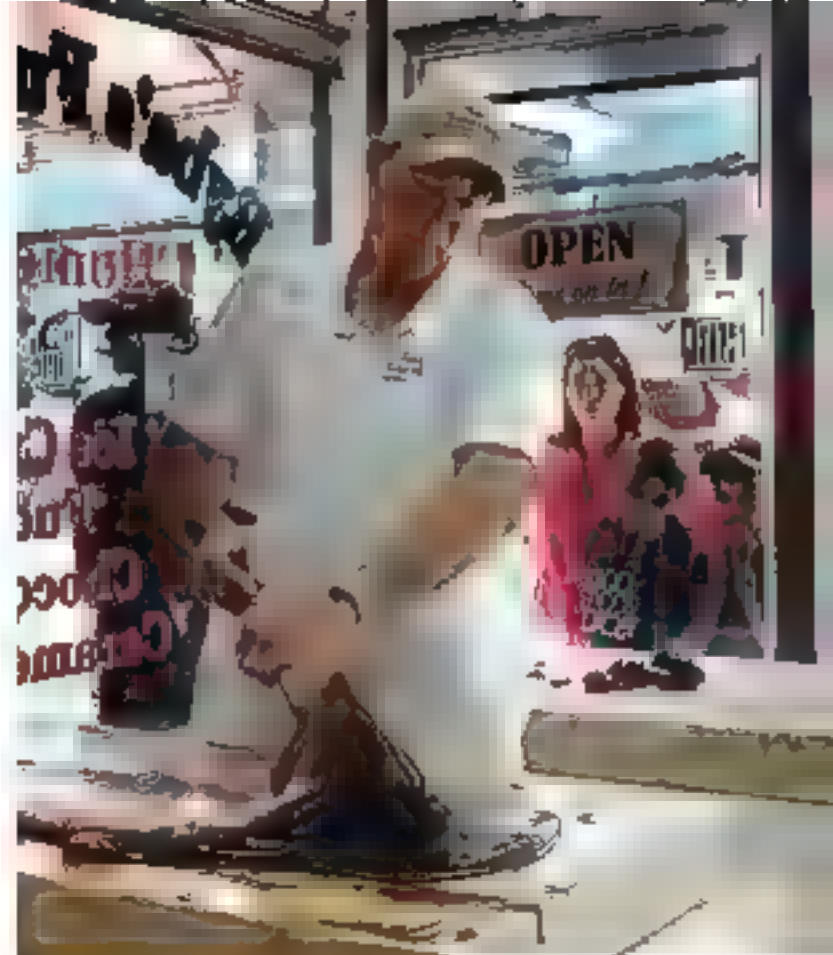
FAVORITE EATS: Wright & Company at 1500 Woodward Avenue. It's the perfect combination of great food and craft cocktails. Also tops on my list are Punch Bowl Social and 7 Greens Detroit Salad Co. in downtown Detroit.

MUST SEE: The incredible artwork of the Z and "The Belt." You can experience larger-than-life murals by fine artists from around the world while riding in your car through the Z garage.

ONLY HERE: Only in Detroit will you find the birthplace of the automobile and the Motown sound. Our city is a unique combination of world-class architecture, culture, great food and art, with creativity and innovation all around. We're a hub for business and technology—and a great American comeback story. Detroit is a city on the rise.



LEFT: Tall ships line the river's edge at Wenonah Park in Bay City; RIGHT: A worker paddles the fudge in downtown Mackinac Island. Fudge is one of the biggest products sold on the island.



petitors sail as far as 290 miles, starting at **Port Huron** in lower Lake Huron and ending at **Mackinac Island**, the freshwater resort at the top of the "mitten" where antiques shops abound and cars aren't allowed. Even if you're not a sailing pro, you can experience the sensation of rolling across the waves aboard a classic tall ship through **BaySail**, headquartered in **Bay City**.

Michigan's 11,000 inland lakes, where boaters bring vessels ranging from vintage wooden Chris Crafts to kayaks, offer even more options for spending time on the water. That more bucolic boating experience was good enough for outdoorsmen such as Ernest Hemingway, who spent childhood summers near the town of **Petoskey**, fishing **Walloon Lake** for walleye. It's worth noting that wherever you go in West Michigan, you're never more than six miles away from a lake, river or stream.

For those with a taste for fly-fishing, the **Traverse City** area—one of the state's outdoor activity meccas—boasts four blue ribbon trout streams and a passel of hidden gems. *Fly Rod & Reel* magazine tagged Traverse City as one of its top 12 fly-fishing retirement towns. And if you crave big water fishing adventure such as reeling in salmon from Lake Michigan's **Manitou Passage**, there are experts to lend a hand. **Fishtown Charter Service** is one of a number of deep-lake sport fishing charters that depart from Leland Harbor (celebrity chef Mario Batali's summer hideout near Traverse City). Even in winter, Michigan's fishing is prime: hardy anglers either drill holes and drop lines through frozen-over **Houghton Lake**—the state's largest inland lake—or just sip suds in crazy costumes and enjoy the frigid fireworks during the area's annual winter **Tip Up Town USA** festival, which draws crowds of up to 80,000.

One of Michigan's biggest surprises is that it is home to some of the country's best—and most unusual—beaches. One of the most exceptional examples is the glacier-shaped **Sleeping Bear Dunes National Lakeshore**, situated along Lake Michigan near Traverse City, which *Good Morning America* viewers voted "America's Most Beautiful Place." Encompassing 65 miles of beaches, 26 inland lakes and its namesake towering sand slopes, the park has all-season opportunities to hike, camp, bird watch, ski and snowmobile.

EVEN MORE OUTDOORS

Michigan's wild side goes beyond beaches and boating, no matter the season.

Cyclists will find no shortage of places to push pedals throughout the state. In the heart of Detroit, **Slow Roll** is a weekly group bicycle ride that takes 3,000-plus riders through the city's neighborhoods. Grand Rapids is another urban cycling hot spot. In the city's **Millennium Park**, the **Fred Meijer Millennium Trail Network** winds through 1,500 acres. Traverse City has a reputation as one of the best mountain biking areas in the country, with trails such as the 27-mile **Vasa Pathway**. Travelers can rent bikes from a number of area outfitters.

Bikers and hikers alike love the extensive **Traverse Area Recreational Trail**, a network of 60 miles of trails that capitalize on the Traverse City area's natural beauty. The **North Country National Scenic Trail**, a 4,600-mile trail that passes through seven states, slinks its way across the length of Michigan's Upper Peninsula and then all the way down the mitten, with section trailheads near Marquette, Traverse City, Grand Rapids and Battle Creek.

Those who prefer that their exposure to nature take place on a fairway love **Gay-**



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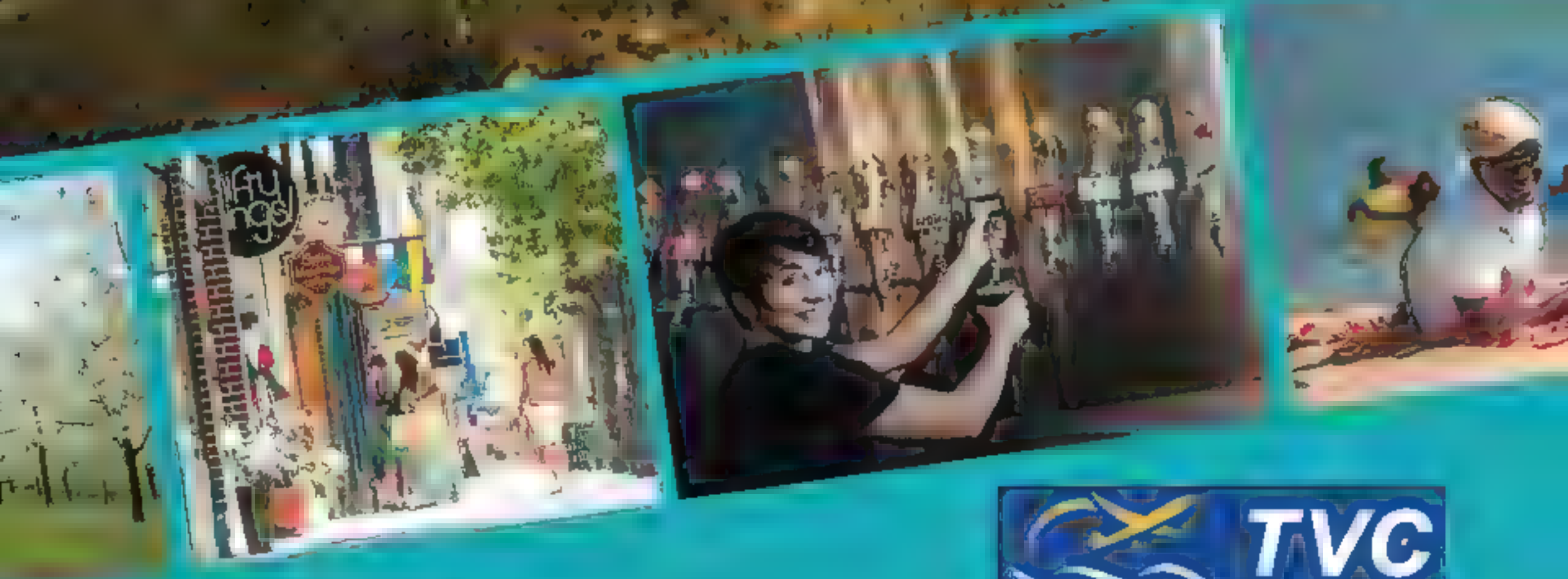
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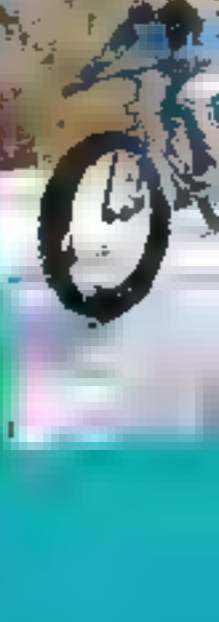
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Chairman and CEO of
Rush Trucking

LOCAL ROOTS: I am a proud Mohawk Native American who was born right here in Michigan, just outside of Detroit. I grew up watching my great-grandfather admire the Ambassador Bridge that he helped build and that brought him and my grandparents to Detroit.

FAVORITE EATS: In late spring and summer I love eating a fresco at La Dolce Vita under the string lights and Detroit's sparkling sky while drinking a glass of wine with a delicious veal marsala.

ONLY HERE: Most visitors don't realize that Michigan is home to more than 11,000 inland lakes and four of the five Great Lakes, making it the world's greatest resource for fresh water and beautiful shorelines.

TRAVEL ADVICE: Rent a car. Having a car makes it easy to get out there and see our beautiful evergreen tree-lined roads and lakes and take a tour of our largest city to see all the positive changes happening now.



LEFT TO RIGHT: Enjoying a cold cup of lemonade at the Ann Arbor farmer's market; Students from the University of Michigan row along the Huron River



lord's "Golf Mecca" in the center of access, via cart path, to wooded, legendary links such as Elk Ridge, Treetops and Black Forest. The Traverse City area has golf courses designed by legends Jack Nicklaus and Gary Player at Grand Traverse Resort, and nearby Shanty Creek Resort, in Bellaire, boasts courses created by two of their biggest rivals: Arnold Palmer and Tom Weiskopf.

When winter weather sets in, the state's parks and trails become the domain of snowshoers, cross-country skiers and snowmobilers. Pere Marquette State Forest near Cadillac is a popular cross-country ski destination, and statewide, there are more than 3,000 miles of trail. Downhill skiers and snowboarders can get their adrenaline rush at 51 ski areas and resorts across the state, including Apple Mountain, Big Powderhorn Mountain and more.

SPECTATORS AND STADIUMS

Fanatical fans? Tasty tailgate parties? Talented teams? Yes, yes and yes. From pond hockey and the Friday night lights of high school football to the collegiate contests and big leagues, Michigan takes its sports seriously. The University of Michigan's Michigan Stadium, better known as the "Big House," is the largest college football stadium in America. The colossal bowl seats more than 104,000 maize-and-blue-clad spectators to watch the team with the most wins in NCAA history: the Wolverines. The tailgate pageantry on autumn's scenic Saturdays is just as splendid at Spartan Stadium in East Lansing when Michigan State kicks off against Big Ten opponents.

Detroit is known as "Hockeytown" because the NHL's Red Wings have skated their way to 11 Stanley Cup titles—more than any other American team. In 2017, the historic franchise will enter its 91st season—and its next era—when it moves from Joe Louis Arena to a brand new arena virtually adjacent to Ford Field, home of the Detroit Lions, and Comerica Park, the Detroit Tigers' den. Development is underway on The District Detroit, a \$650 million dollar 50-block residential, retail and entertainment extravaganza centered around the

rink. Just a bit farther afield, hoops fans gather to watch the Detroit Pistons at The Palace of Auburn Hills.

FAST LANE FIX

The American "Big Three" automakers—Ford, General Motors and Chrysler—are based in Detroit, and the Motor City has unmatched opportunities to witness the automotive industry's past, present and future.

Every January, the world's premier automotive event—the North American International Auto Show—draws more than 5,000 journalists and more than 800,000 gear gawkers—to Detroit's Cobo Center. The world watches as automakers reveal new models, technology and futuristic concept cars. The show's glamorous Black Tie Charity Preview, which has been held since 1976, has raised more than \$91 million for southeastern Michigan children's charities. More than \$47 has been raised in the last 10 years and there are hopes the total will pass the \$100 million mark this year.

Also on the to-do list for car lovers is a visit to Greenfield Village, where visitors tour a replica of the tiny factory in which Henry Ford manufactured his very first automobile. Next, kick the tires on a brand new Ford F-150 as the hulking truck comes off the line during the Ford Rouge Factory Tour. The on-site Henry Ford Museum "Driving America" exhibit presents an unparalleled collection of historically significant vehicles.

IN THE EYE OF THE BEHOLDER

From the edgy to the ethereal, Michigan's artistic offerings showcase the range of creative expression that the state both fosters and inspires.

The 60,000 artworks in the Detroit Institute of Arts include everything from a 6th-century B.C. mosaic from the Ishtar Gate to Claes Oldenburg sculptures, that are worth as much as \$4.6 billion, according to Artvest Partners. But a visit to the museum—which was spared liquidation in

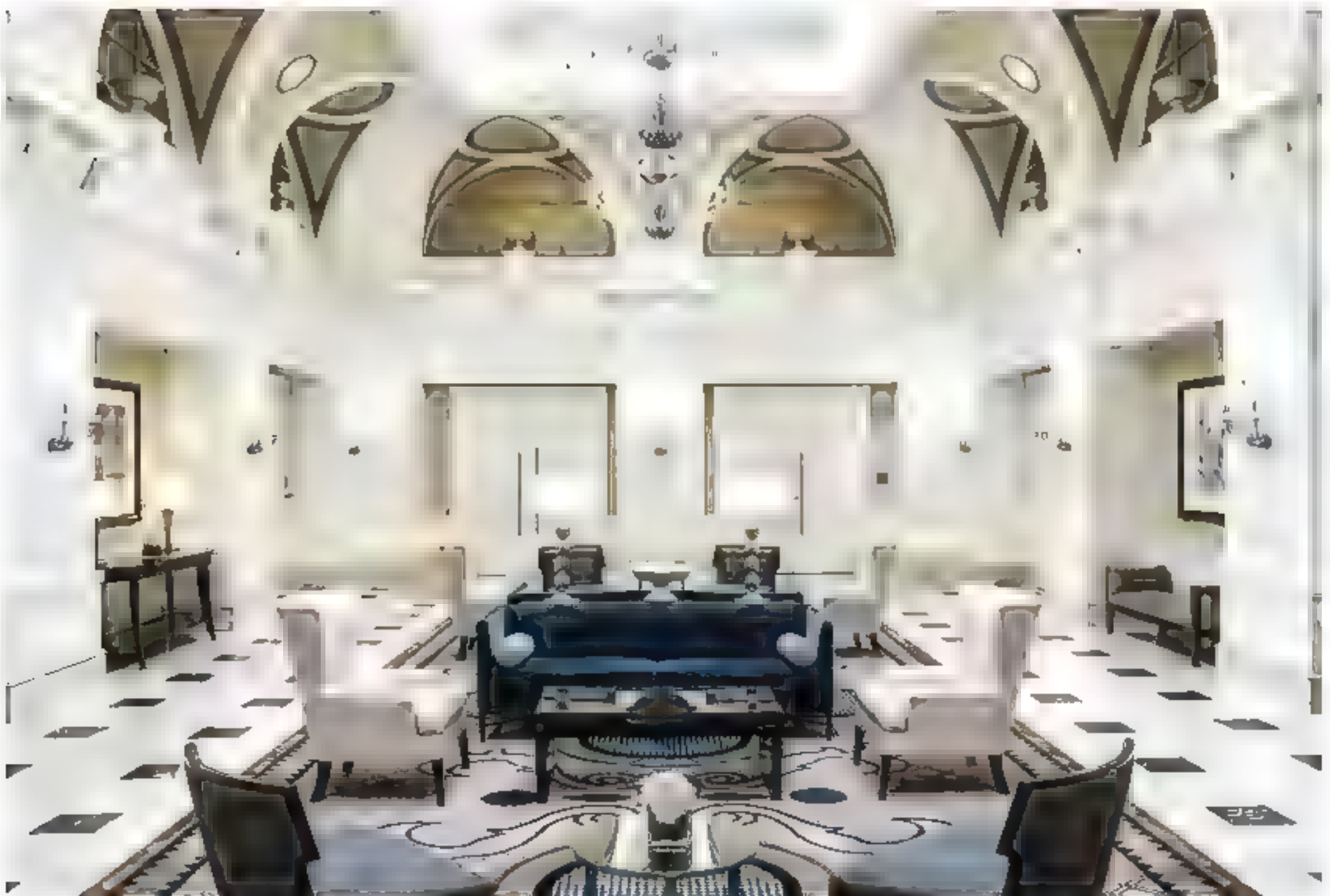
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MY MICHIGAN

Jalen Rose

Founder of Jalen Rose Leadership Academy

LOCAL ROOTS: Motor City native

FAVORITE EATS: Coney Island, Lou's De Sweet-water Tavern and The Chop House

MUST-SEE: Charles H. Wright Museum of African American History, Renaissance Center and Belle Isle

MUST-DO: Visit the Detroit Zoo, check out the Woodward Dream Cruise, International Jazz Festival or a Detroit Tigers game

ONLY HERE: The Motown Museum

PERFECT DAY: Spending time with scholars at the Jalen Rose Leadership Academy High School

PERFECT NIGHT: A nice dinner and a concert, comedy show or Detroit Pistons game.



the "Grand Bargain" is priceless.

The DIA is the biggest fixture on Detroit's arts scene, but it's far from being the only one. Get a good long look at the city's multifaceted contemporary art universe during one of **Art Detroit Now's** Third Thursday events. During the monthly happening, more than 50 galleries and boutiques stay open late to welcome art lovers.

Grand Rapids, which already boasts the **Frederik Meijer Gardens and Sculpture Park** and the **Grand Rapids Art Museum**, becomes a three-square-mile gallery for nearly three weeks each autumn during the city's renowned **Art Prize** competition. Patrons mill about the streets, taking in hundreds of inspired original art entries before voting for their favorites. Coupled with the juried awards, two grand prizes worth \$400,000 and eight category awards worth \$160,000 are at stake.

Performing arts—and the comedic arts in particular—are a big part of the Grand Rapids scene, too. **Laughfest**, now in its fifth year, brings together comedians such as George Lopez and Wanda Sykes in a comedy festival that benefits Grada's Club Grand Rapids.

Michigan's artistic spirit isn't confined to its largest cities, either. Saginaw is home to the **Dow Events Center**, the **Saginaw Bay Symphony Orchestra** and the **Marshall M. Fredericks Sculpture Museum**, among other attractions. And Traverse City, with a population of just over 15,000, boasts a bustling arts community that supports the **Traverse Symphony Orchestra**, as well as the **Interlochen Center for the Arts** and a variety of galleries.

WORTH THE TRIP

Exploring Michigan's urban centers and natural wonders can provoke an appetite and a thirst. Luckily, the state's agriculture and tourism industries work well together to produce a bustling food and drink scene.

Traverse City was already known as a "Northern Michigan Napa" because its **Old Mission** and **Leelanau peninsulas** featured working wineries with tastings and scenic lodging. The area's 13 microbreweries, craft brew taprooms and brewpubs have joined in the act, adding yet another dimension to Traverse City's appeal to travelers—and repeat endorsements by *Midwest Living* and *Bon Appetit* have already helped place

it on the foodie map. Restaurants such as **Amical**, **Red Ginger**, **Bistro Foufou** and **Trattoria Stella** have some of the hottest tables in town.

Grand Rapids' beer scene underpins Michigan's reputation as one of the country's most important microbrewing centers. The city's dozens of craft breweries, **Founders Brewing Co.**, **Brewery Vivant** and **Grand Rapids Brewing Co.** among them, produce every kind of beer imaginable, from French-style farmhouse ales to imperial stouts. The city's equally diverse dining scene benefits from the rich agricultural landscape of the surrounding area, the produce of which ends up on the menus of restaurants such as **Grove** and **Bistro Bella Vita**. The **Grand Rapids Downtown Market**—home to dozens of vendors proffering foods and crafts—rocketed to popularity after its 2013 opening.

Detroit is, undeniably, a dining destination. Hidden gems, holes-in-the-wall, fine dining, chefs with nationwide buzz—you'll find it all here. **Eastern Market** is an urban market and food district with more than 250 independent merchants and vendors offering a stunning array of food, including **Supino's** pizzas, voted Detroit's best. Eastern Market will provide fresh foods to restaurants and will also be among a number of eateries, including the acclaimed **Zingerman's** of Ann Arbor, offering tastes of local cuisine in Detroit Metro Airport's McNamara Terminal by the end of 2015.

From an observation balcony, guests can watch Michigan's first brewpub, **Traffic Jam and Snug**, in Midtown Detroit, making suds.

Downtown Detroit's neighboring **Lafayette** and **American Coney Island** restaurants and nearby **Slows Bar BQ** in the Corktown neighborhood have been featured on the Food Network, while the **London Chop House**, a favorite of James Beard himself, has been refurbished and reopened to begin its new era in the business district. ▼

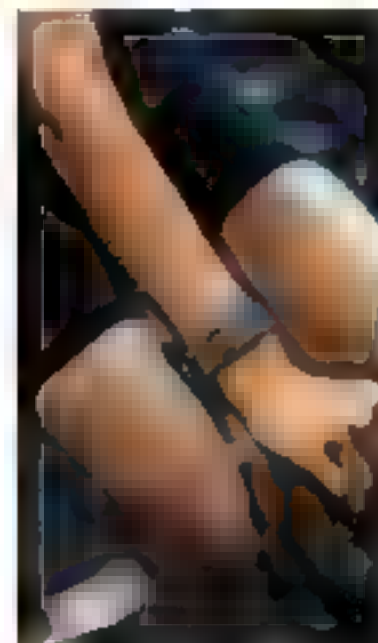
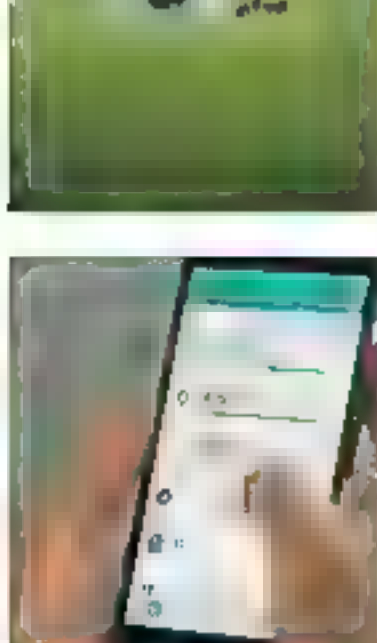
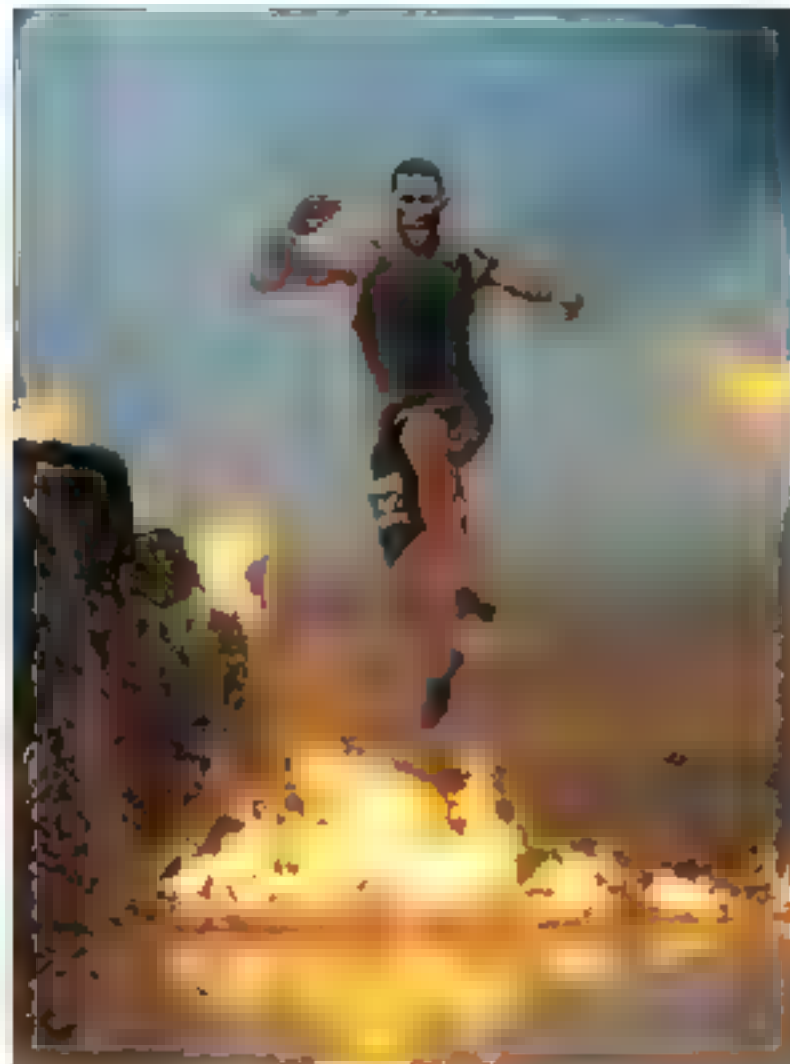
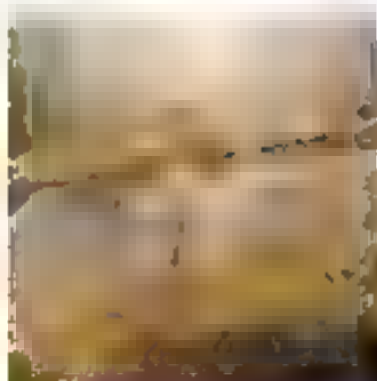
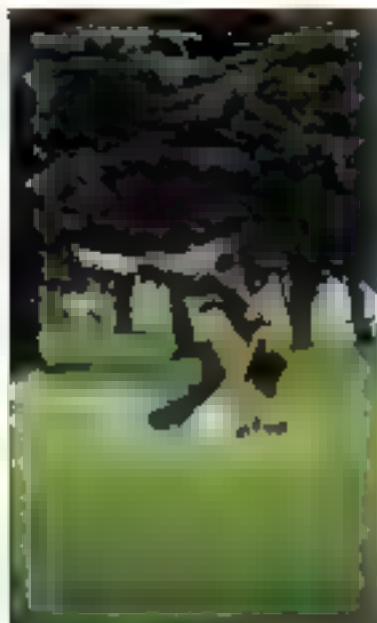
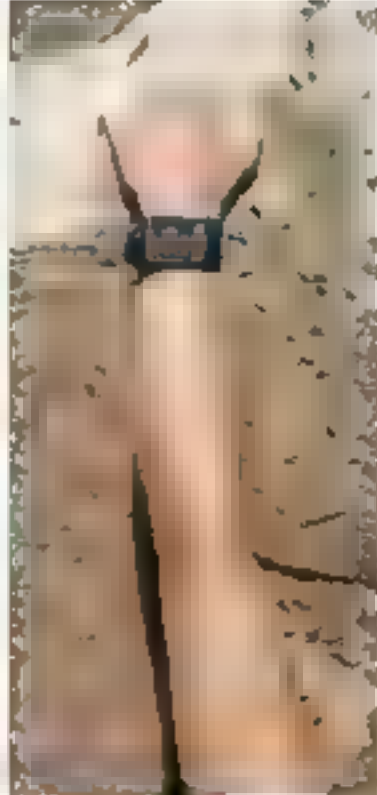
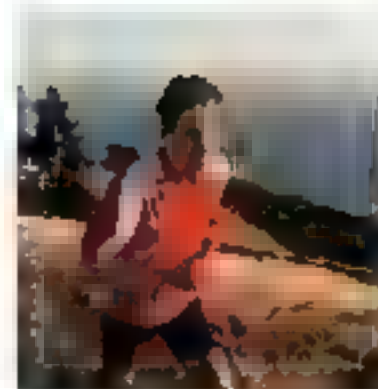
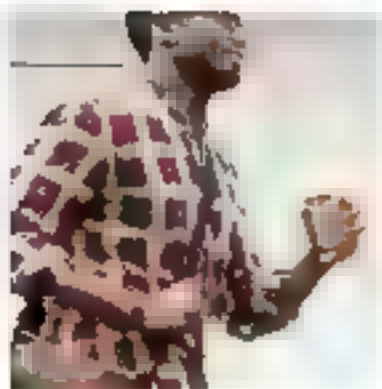
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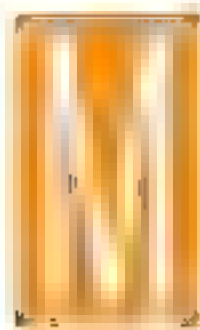
IN-DEPTH

NEW YEAR,
BEST YOU



Resolution: Renewal

The new year offers the perfect opportunity to commit—or recommit—to your health and well-being. Whether you need a fitness retreat, the latest health technology or even just a better night of sleep, getting healthier and feeling better from the inside out has never been easier. **BY KAREN ASP**



Maintaining health and fitness is undoubtedly one of the most challenging aspects of traveling. Fortunately for health-conscious travelers, wellness tourism is hotter than ever. Currently, the category represents 14 percent of total global tourism revenues, although that's expected to grow an average of 9.9 percent over the next five years, reaching 16 percent by 2017, according to a 2013 study

by the research firm SRI International.

That's because today's business and leisure travelers are demanding more wellness options and service providers are responding. "These consumers have changed the way businesses operate, especially hotels, airlines, airports, cruises and resorts," says Camille Hoheb, wellness travel expert and founder and CEO of Wellness Tourism Worldwide. "Companies now recognize that wellness travel extends beyond fitness, diet



and spa treatments and they're focusing on designing new environments and offering programs that improve physical and emotional health."

Take spas and airports for instance. Some spas, such as Washington-based Olympus Spa, place an emphasis on wellness as much as beauty. The spa, which merges Eastern medicinal and Western relaxation techniques, emphasizes that restoring and rejuvenating health is the key to achieving true beauty.

Meanwhile, at airports, everything from designated yoga rooms to healthier dining options have been introduced at terminals around the world. Delta Air Lines has gotten onboard with the trend by offering farm-to-tray-table dining experiences and adding amenities such as a white noise audio channel to induce a more restful sleep.

But what if, for instance, you want not only to travel well, but also improve your health and fitness while on the road? Start packing those bags—as the wellness travel trend grows, so do travelers' options.



FITNESS RETREATS

Once considered a luxury only for the rich and famous, fitness retreats are as mainstream today as kale and quinoa and they're doing more than helping people drop pounds or shape up. "Through programs like ours, people can focus on themselves, reset their health routine through a complete mental and physical im-



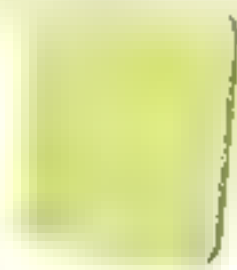
5 gadgets to change how you eat, sleep and move

Adopting a new behavior such as starting an exercise program or eating five servings of fruits and vegetables can seem like a behemoth task. Just look at how many people after all have trouble sticking with their New Year's resolutions. Why is it so hard? "People who want to change behaviors are fighting against ingrained habits as well as an environment that supports inactivity," says Doni Rosenberg, Ph.D., assistant investigator at Group Health Research Institute in Seattle. Yet thanks to new technology, it's now easier to make those changes. Although these tools aren't for everybody, they can boost users' awareness of their behavior and keep them on track for meeting goals.



MOOV

This half-dollar-sized 3-D sensor serves as your personal trainer, analyzing the way you exercise and giving you immediate feedback. Attach it to your arm or ankle—even on equipment such as a tennis racket or golf club, and Moov will give you real-time feedback. It's also waterproof. \$79.95



LUMO LIFT

Whenever you touch this small device, it vibrates gently to remind you to stand or sit taller. Check your progress by viewing the iOS-compatible app, which will soon be available on other platforms. It also tracks steps, distance traveled and calories burned. \$99.99



WELLOGRAPH

CLASSIC NEW DESIGN

This watch looks so classy nobody will know that it's really an activity tracker, heart rate monitor, pedometer and stopwatch. The screen also illustrates how much time you've spent being idle. The watch syncs to an app, but it also can be used by itself. \$349



GOJI PLAY

Turn any cardio machine into a fun gaming experience with Goji Play, compatible with Apple devices. Attach the wireless controller to your cardio machine, clip on the activity sensor and select a game from the Goji Play app. The best part? Your workout is incorporated into the game so every move counts. \$99.99



FITBIT CHARGE

This is one of the newest activity trackers from a favorite in the field. The high-performance wristband tracks steps, distance, calories, sleep and more. It syncs wirelessly to your computer and numerous smartphones and you can check progress on an online dashboard. \$129.95

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HOW ONE HEALTH
SYSTEM IN CHATTANOOGA
IS SAVING LIVES WITH
EVIDENCE-BASED
ACADEMIC CARDIOLOGY.

WINNING THE WAR ON HEART DISEASE.



There's a killer at large in the South. Heart disease, the leading cause of death in America, takes a particularly heavy toll on a region where obesity, poor diet and tobacco use are common. Fortunately, one leading academic health system, strategically located in Chattanooga, Tennessee, is leveraging the power of academic cardiology to fight heart disease—and save countless lives.

"Ours is a dramatically different approach to cardiology," says Kevin M. Spiegel, FACHE, President and CEO of the Erlanger Health System. "As an academic health system, we apply the standards of evidence-based academic cardiology to every case. We have leading minds, the latest research, and the newest techniques. It all adds up to better outcomes."

TREATING HEART ATTACKS FASTER THAN THE NATIONAL AVERAGE.

As a leading academic health system—an elite group representing only 6% of all hospitals in the nation—Erlanger and its partner, the University of Tennessee College of Medicine, lead the way in heart care in its 31,000 square-mile service area and beyond. This includes treating heart attacks up to 28 minutes faster than the national average, a benchmark that earned The Joint Commission's highest certification, plus an accreditation from the Society of Cardiovascular Patient Care.



Kevin M. Spiegel, FACHE, President & CEO of Erlanger Health System.



In its 31,000 square-mile service area, only Erlanger has earned The Joint Commission's highest accreditation for fast heart attack treatment.



Dr. Robert Huang performs a cardiac catheterization procedure through the wrist, a new technique that helps prevent complications.



WHERE HEART CARE INNOVATIONS HAPPEN FIRST.

Erlanger's leadership role also includes being first with new technologies. "Academic health systems are the

innovators," says Dr. Charles Campbell, Chief of the UT Erlanger Division of Cardiovascular Medicine.



Cardiologist Dr. Michael Love, left chats with Dr. Charles Campbell, Chief of the UT Erlanger Division of Cardiovascular Medicine

"Erlanger is no exception. From the region's first open heart surgery in 1960 to the region's first bypass surgery, cardiac catheterization, angioplasty—virtually every breakthrough has happened here first. And that's still the case."

A MINIMALLY-INVASIVE, LIFESAVING BREAKTHROUGH.

Among Erlanger's latest innovations is the region's first subcutaneous implantable cardioverter-defibrillator. This breakthrough device, among the first of its kind, is implanted through a small incision, and protects against sudden cardiac arrest while leaving the heart and the vasculature untouched. This makes the device a vital, lifesaving option for older patients, and those too ill for more invasive procedures.

RADIAL CARDIAC CATHETERIZATION: LOWER RISK AND FASTER RECOVERY.

Erlanger also leads the region in performing more radial cardiac catheterization procedures. The latest generation of this powerful diagnostic tool, radial catheterization allows physicians to access the arteries of the heart through a small incision in the wrist, rather than the leg. This allows for faster recovery times and reduces the risk of excessive bleeding.

FIRST IN RESEARCH. FIRST IN EDUCATION. FIRST IN CARE.

Education and research are also vital parts of Erlanger's mission as an academic heart center. Many Erlanger cardiologists and surgeons are faculty at the UT College of Medicine, participate in ongoing research, and are widely published. Erlanger also partners with Columbia University, an internationally recognized leader in medicine and research. Through the Columbia HeartSource program, Erlanger patients benefit from the combined knowledge of an elite group of cardiac leaders, and can also access Columbia's extensive clinical trials.

"That's just the latest example of the best and brightest minds working together," concludes Erlanger CEO Kevin Spiegel. "That's how an academic health system like Erlanger approaches cardiology. And it's how we're saving and extending lives, in a part of the country where it's needed most."

To learn more about heart care at Erlanger call **423-778-2435**

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mersion and learn lifestyle changes they can continue in the real world," says Alex Glasscock, co-founder and owner of The Ranch at Live Oak/Malibu in California.

At The Ranch at Live Oak, for instance, guests not only go through a digital detox but also an intensive seven-day health immersion program that's been offered since 2010. Each day includes eight hours of exercise—hiking, strength training and daily yoga—followed by a private massage. Recognizing, though, that not everybody can commit to a full week, the Ranch introduced R4.0 at the Four Seasons in Westlake Village, California, in 2013. The four-day program follows the intense daily routine of its sister program; this one, though, includes body fat and VO2 max testing to give you a better picture of your overall health. In both programs, participants follow a plant-based diet and learn about nutrition and health-conscious shopping habits.

Perhaps the most convincing evidence of the popularity of fitness retreats, however, comes from Miraval Arizona Resort & Spa in Tucson. In 2015, this luxury wellness spa resort will celebrate its 20th anniversary. "Here, wellness is more than just the healthy perspective many have come to expect," says Laura McIver, vice president and general manager of Miraval. "Living well is about balancing your physical, emotional, social, spiritual and intellectual components to make life more meaningful and enjoyable, and we're dedicated to

helping guests become more aware of themselves, thus living in the moment."

Consumer demand is also the reason Austin Adventures, a luxury adventure travel company in Billings, Montana, teamed up with Reebok to launch Reebok Fitness Vacations last year. "As the adventure travel vacation niche grows, outpacing traditional travel, we've witnessed a strong call for more active trips," says Dan Austin, president and founder of Austin Adventures.

These week-long events put a Reebok spin on everything. Reebok is the official sponsor of CrossFit, which translates into already active days in Mother Nature's gym being made even more challenging. Participants



SLEEP TIGHT

A sound night's slumber affects more than you'd expect.

Logging high-quality sleep is something Americans haven't yet mastered. According to the 2013 National Sleep Foundation Sleep in America Poll, 42 percent of people reported rarely or never getting a good night's sleep. General guidelines call for seven to nine hours a night, but if you sleep less than that, you can accumulate sleep debt, which will have adverse effects on your mental and physical functioning, says Natalie Dautovich, PhD NSF environment scholar.

The body and brain restore themselves during sleep, which is when numerous important functions happen. For starters, your body releases hormones at the beginning of the night, which is important for growth. More aching? "Lack of sleep is a major cause of obesity and diabetes," says Robert S. Rosenberg, D.O., medical director of the Sleep Disorders Center of Prescott Valley, Arizona

and author of *Sleep Soundly Every Night*.

Along with making sleep a bigger priority, employ the following five strategies to set yourself up for sound slumber.

1 KILL THE BLUE LIGHTS Computers, e-readers, and TVs emit blue light, which can destroy your sleep. "That blue light takes your melatonin levels, which are building to help you sleep, down to zero," Rosenberg says. About 60 to 90 minutes before bed, turn these devices off. If, though, that's impossible, at least buy a pair of blue blocker sunglasses. Or download a free software called flux (justgetflux.com), which automatically dims blue lights on electronics at night and brings them back up during the day.

2 PAINT YOUR ROOM BLUE Although blue light isn't good for you, the color blue is

People who slept in blue rooms got more sleep than when they slept in rooms painted other colors, according to a Travelodge survey.

3 BE A CONSTRUCTIVE WORRIER Rather than taking your problems to bed with you, set aside five or 10 minutes at 5 p.m. and use that time to write down your worries.

4 CUT THE AFTERNOON STARBUCKS Caffeine is a major cause of insomnia, Rosenberg says. If you're having sleep issues, cut caffeine completely or at least stop drinking it at least six hours before bed.

5 FOLLOW THE 20-MINUTE RULE If you've been tossing and turning for 20 minutes or more, remove yourself from the bedroom and do something soothing such as reading or listening to music. As soon as you start feeling sleepy, head to bed.

work out under the supervision of a CrossFit instructor, and at night, it's time to sink into luxury digs. Montana, Utah and Costa Rica are just three of the locales where these vacations have been offered.

Fitness-focused travelers might also consider a visit to Travaasa Austin, an experiential resort where you can step outside your mental and physical comfort zones. Take it as easy as you want—the resort recently introduced a revamped ecofriendly spa—or go from morning to night doing any of 20-plus activities, including Bike Pump, which involves biking on a dirt track with the goal of not pedaling; testing balance in slacklining; and saddling up for an equine encounter. Or head to Hilton Head Health, a weight-loss and wellness resort in Hilton Head, South Carolina, which recently unveiled new adventure activities such as kayaking and zip-lining. Guests also can attend cooking classes, healthy living seminars and daily fitness classes.

Hotel fitness centers have come a long way in recent years. Gone are the shoebox-sized rooms with one barely functioning treadmill and a handful of mismatched weights. Because fitness centers remain the favorite place for travelers to sweat it out, hotels are stepping up their game, delivering unique and improved fitness experiences.

One of the newest players in the wellness hotel industry is EVEN Hotels, a brand that was created to help travelers meet their health and wellness needs. The entire hotel, from the lobby to the guest rooms, promotes greater relaxation with calming environments and ergonomically designed work stations. On-site dining options offer organic, vegetarian and low-fat food choices and fitness centers are flooded with natural light and feature free classes. There may even be a morning community run

ADDITIONAL PHOTOGRAPHY CREDITS

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Roberto Frankenberg (Paris)

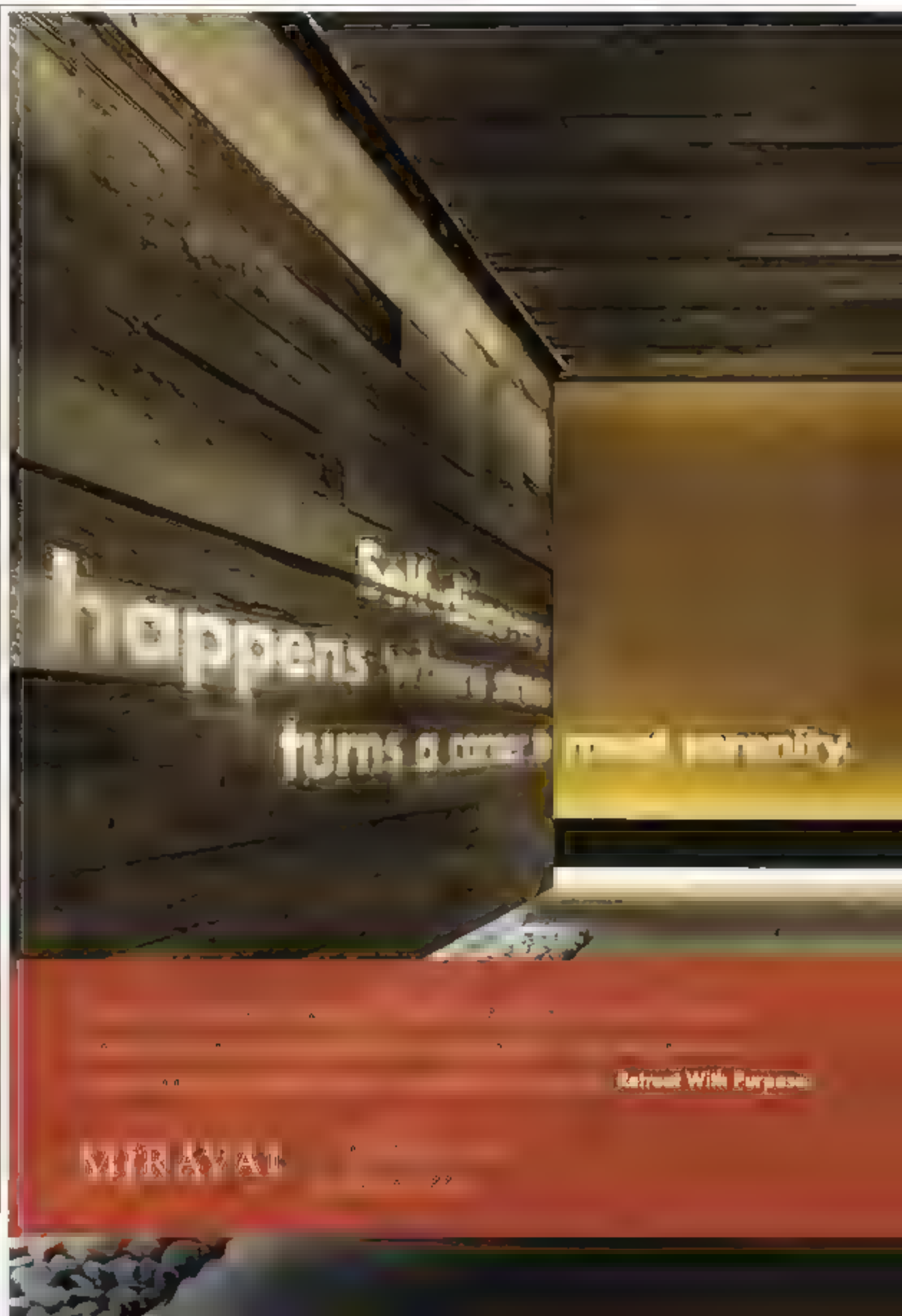
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The first two EVEN Hotels—one in Norwalk, Connecticut, and the other in Rockville, Maryland—opened in 2014. In 2015, three more are slated to open in the New York area.

Anyone who has stayed at a Kimpton property knows the boutique hotel brand's focus on wellness.

"Travel can be extremely taxing on the body and mind, and we understand that maintaining a healthy routine is one of the best ways to combat the rigors of frequent travel," says Mike DeFrino, Kimpton Hotels & Restaurants' chief operating officer. "We also know that health and wellness are important to our guests so

we're always looking for new ways to up the ante with our offerings that not only make our guests feel great but keep them coming back for more."

That's why Kimpton offers complimentary bike rentals and a yoga roll-out program (you get a yoga mat, flavored water, fresh fruit or dried fruits and nuts and access to Kimpton's on-demand yoga or Pilates TV channel) at its 60-plus properties; 27 also feature fresh juicing options. The options don't stop there, though. Each hotel also serves up its own menu of wellness options, including group runs and fitness classes, fitness packages and runners' amenity kits.

Don't feel like leaving the room to log that workout? Stay at any W Hotel, where guests can take advantage of the recently introduced FIT program featuring model yogini Tara Stiles, founder of Strala Yoga. The program includes an in-room workout video designed for W travelers and exercise tip cards.

Various W Hotel locations will also host FIT with Tara Stiles retreats in 2015, although you can also take advantage year-round of the newly launched ENERGIZE by Tara Stiles retreat at W Retreat & Spa in Vieques Island, Puerto Rico. The three- or five-day program incorporates fitness assessments, daily

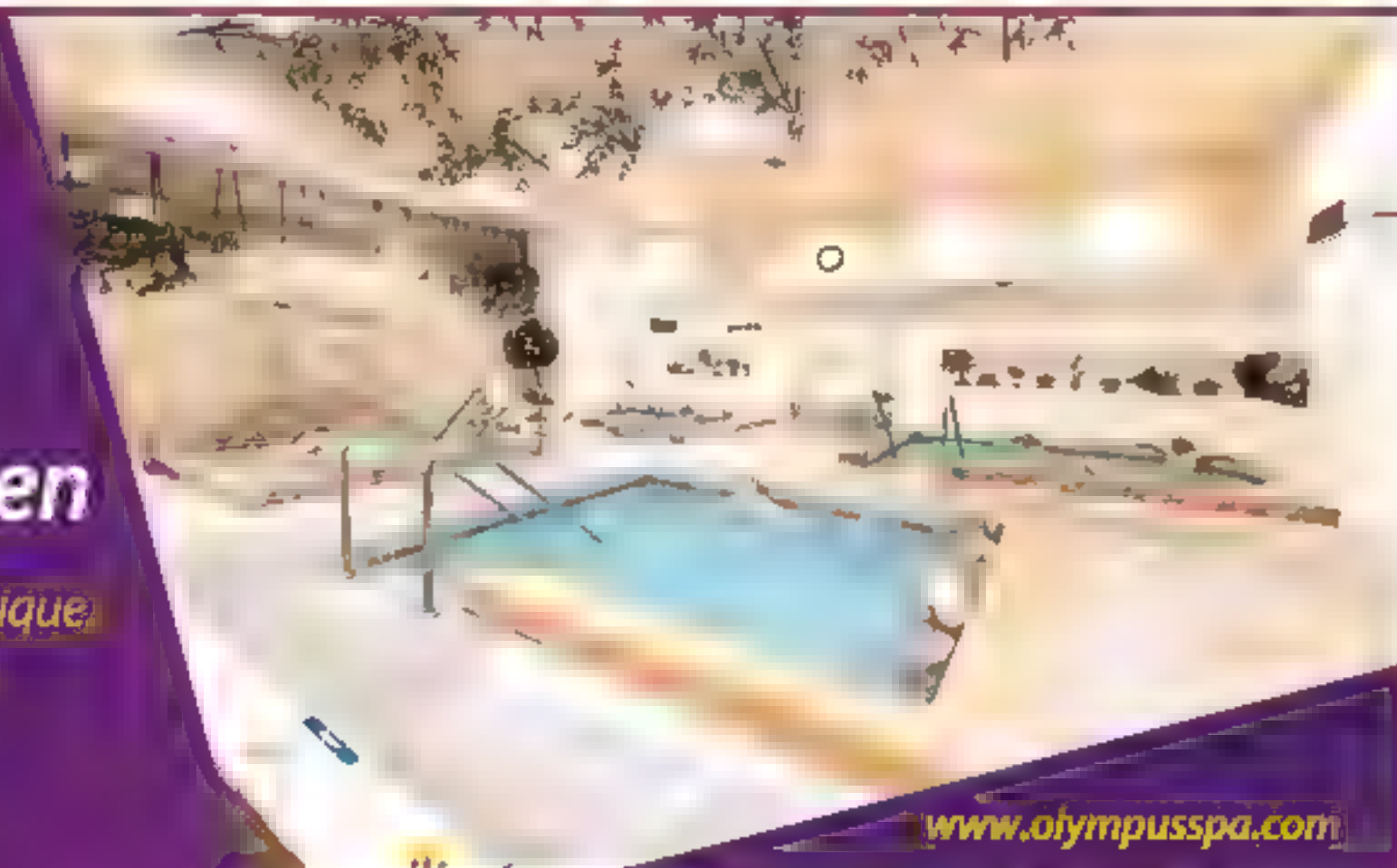
"TECHNOLOGY IS ALWAYS EVOLVING AND ADVANCING BECAUSE OF THIS EVER-CHANGING MEDICAL TECHNOLOGY WE ARE ABLE TO PERFORM PROCEDURES NOT OTHERWISE POSSIBLE AND INCREASE THE QUALITY OF PATIENT OUTCOMES."

— DR. SCOT GLASBERG, PRESIDENT OF THE AMERICAN SOCIETY OF PLASTIC SURGEONS

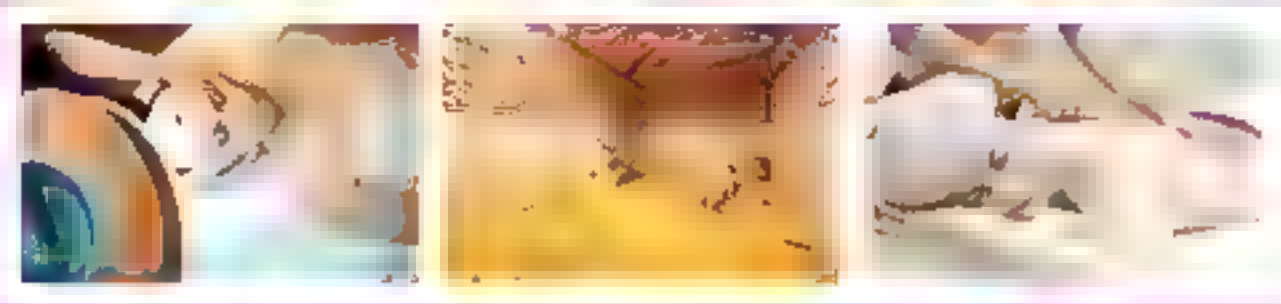
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yoga, outdoor retreats, spa treatments, cooking classes and healthy meals.

Taking control of your health doesn't only mean eating a nutritious diet and exercising regularly. It can also include wanting to look as good on the outside as you feel on the inside, which is why many people seek cosmetic procedures.

But don't think you have to go under the knife or spend weeks away from the office. Noninvasive procedures are more advanced—and effective—than ever.

"Technology is always evolving and advancing—from the ability to minimize scar tissue and recovery time to the use of patients' own fat to give a more natural look and feel," says Dr. Scot Glasberg, president of the American Society of Plastic Surgeons. "Because of this ever-changing medical technology, we are able to perform procedures not otherwise possible and increase the quality of patient outcomes."

Contrary to popular belief, though, these procedures aren't only skin deep. "For many individuals, these procedures can bolster their confidence in areas

they may have been feeling self-conscious about," says Dr. Whitney Bowe, a board-certified dermatologist in New York City and Briarcliff Manor, New York, and clinical assistant professor of dermatology at Mount Sinai Medical Center.

Here are five of the hottest noninvasive procedures that will be making headlines in 2015.

☉ JUVÉDERM Voluma

What it does: Aging can cause loss of volume in the cheeks, which is where Voluma, a hyaluronic acid that only has been FDA-approved for a little over a year, can help. The filler restores some of that lost volume, resulting in younger, lifted cheeks, says Dr. David M. Alessi, founder and medical director of the Alessi Institute for Facial Plastic Surgery in Los Angeles. Results generally last up to two years.

Side effects: Patients might experience some temporary swelling and injection site tenderness, but because it's minimal, most people can resume normal activities the same day they receive the treatment. Patients should, though, stop taking anything a few weeks before treatment that might increase your chance of bruising, Bowe says. That includes fish oil.

BETTER SLEEP BEGINS TONIGHT

Reclaim the peace between the sheets. From the real story behind jetlag, to recipes that refuel you and helpful tips on creating a sanctuary for sleep, the new **Sleep.org** by the National Sleep Foundation offers practical, helpful advice on getting *your best night's sleep ever*.

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Sleep.org

BY the NATIONAL SLEEP FOUNDATION



supplements, vitamin E, aspirin and nonsteroidal antiinflammatories.

Cost: \$800 to \$1,200 per syringe

Restylane Silk

What it does: Restylane Silk is hyaluronic acid gel that's injected into lips and wrinkles around the mouth. "It's a subtle, natural way to enhance the lips or smooth out lines around the lips," Bowe says. Although it's been approved for use in Canada for years, the FDA only recently approved it for use in people over 21, it's slated to launch in the United States in early 2015.

Side effects: Swelling, redness, pain, bruising or tenderness can occur. People who have certain allergies aren't candidates for this; talk with your doctor if you do have allergies.

Cost: Prices were not yet released at the time of printing, but according to Bowe, they will be comparable to Restylane or Juvederm, which are typically \$600 to \$900 per syringe.

Ultherapy

What it does: Doctors have been using Ultherapy as a nonsurgical way to lift the eyebrow, neck and chin for years. However, it recently received clearance for treatment of the chest area. Wrinkling in that area can be made worse by sun exposure, side sleeping and larger busts. Aging can also be more noticeable if you're taking care of your face but not your chest, Bowe points out. Through Ultherapy, ultrasound energy is delivered to the skin's foundational

layer to stimulate collagen production, which tightens skin and creates a lifting effect.

Side effects: You might feel some aching or numbness, but both diminish over time. The biggest downside is that this treatment can be uncomfortable, Bowe says, which is why she often offers pain mitigation options prior to treatment to help people relax.

Cost: \$1,500 to \$3,000

CoolSculpting

What it does: This body contouring treatment is designed for people who are in good shape and follow a regular diet and exercise program but have stubborn bulges. Through the use of controlled cooling, CoolSculpting causes fat cells to die, permanently eliminating them from the body. Each area being treated takes about an hour, Bowe says, adding that most people require about six hours of treatment, although you can spread that over several days or weeks. The treatment was recently approved for the outer thigh.

Side effects: Generally minimal, but can include temporary numbness and occasional mild bruising. If you're overweight, especially if you have a lot of visceral fat, which sits between your organs, or have saggy skin, you won't be a candidate.

Cost: \$750 to \$1,000 per treatment

Thermage

What it does: Through radiofrequency, Thermage stimulates collagen production to lift and tighten loose and sagging skin. It can be used on various body parts, including the face, thighs and hands. "Hands are one of the first places to show signs of aging, mainly because we tend to neglect our hands when it comes to basic skin care such as sunscreen," Alessi says.

Side effects: You might experience a little skin redness, but side effects are generally minimal and temporary.

Cost: \$1,500 to \$3,000

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DRAWING SAMPLE BEFORE TREATMENT

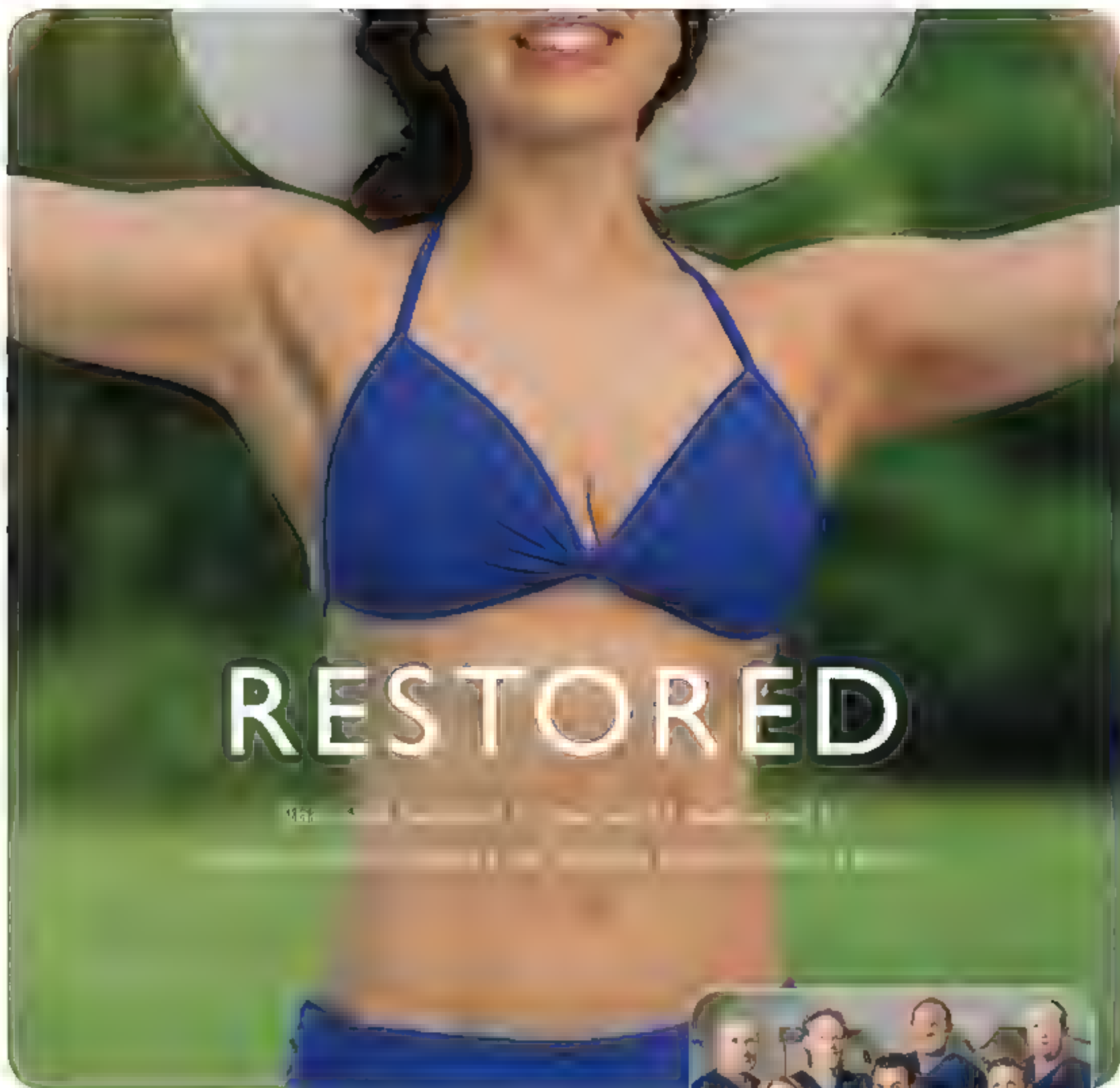


DRAWING SAMPLE AFTER TREATMENT

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Destacado

FOCO

Diego Boneta

El cantante y actor mexicano Diego Boneta inició su carrera en el campo del entretenimiento en Ciudad de México cuando apenas tenía 12 años. Protagonizó telenovelas como *Rebeldes* y grabó dos álbumes de pop latino *Diego e Indigo*. En 2007 llegó a Hollywood para probar su suerte: después de unos fracasos en audiciones, aseguró su primer papel permanente en la serie de ABC *Pretty Little Liars*. Luego consiguió papeles en las series de TV *Goat* y *Underemployed* y finalmente alcanzó su fama con un papel protagonista junto a Tom Cruise, Alec Baldwin y Catherine Zeta-Jones en *Rock of Ages*. La actuación lo llevó a ganar el premio ALMA por el Mejor Actor Masculino y este es el comienzo de una nueva etapa: en 2014 protagonizó cuatro exitosas películas, incluida *Pete* donde protagonizó el papel de José Abadía en la nueva producción biográfica del famoso jugador de fútbol brasileño. Este año estará tan ocupado como el anterior para esta joven estrella quien desempeñará papeles principales en la próxima película de suspense *City of Dead Men* y en la miniserie de la cadena CBS *The Dovekeepers*. ▽





MI CALLE FAVORITA

Mahershala Ali y la calle Telegraph Ave. en Berkeley



En la famosa producción *House of Cards*, el abogado Remy Danton vive torciendo el brazo de gente y al final de la segunda temporada (¡alerta para televidentes!) se va a encontrar casi vencido por el Presidente Frank Underwood y su novia Jackie Sharp, quien lleva las riendas. Sin embargo, Danton se las arregla para rebotar confianza y es algo que Mahershala Ali, quien representa el papel, trata de

imitar. "Al actuar, representamos partes que reflejan ciertas cosas que necesitamos arreglar en nuestras propias vidas", dice él. "Lo que aprecio de Remy es que él es más seguro de lo que soy naturalmente". El show que inicia su tercera temporada este año, "ha cambiado la conversación cuando entro en una oficina de reparto". Aquí, él nos habla sobre sus raíces en el norte de California. **MATT MCCUE**

Blondie's Pizza

"Está a una cuadra del campus de Berkeley y les encanta a los estudiantes. Tiene tajadas de pizza grandes y baratas". Los especiales diarios varían desde seis quesos hasta chorizo y pimiento.



Burma Superstar

La comida con influencia de la India, China y Tailandia atrae a cantidad de clientes. "Tienes que llegar como a las 5:00 p.m. porque siempre hay fila para entrar".



Willard Park

"El parque queda al lado de Telegraph Avenue. Es de tamaño de una manzana y mucha gente lo visita los fines de semana y en el verano para hacer asados, jugar 'frisbee', voleibol o correr con perros".



Temescal

"Temescal es un vecindario de sostenido progreso en Oakland. Tiene un par de sitios populares como Bakesale Betty y Manifesto Bicycles, que es mi tienda de bicicletas favorita".

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blondiespizza.com
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burmasuperstar.com
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bakesalebetty.com
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4214 0th St. wearemanifesto.com

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Irving Waxman, MD
Director del Centro de Investigación
Endoscópica y Terapéutica

En el **Centro de Investigación Endoscópica y Terapéutica** de la Universidad de Chicago somos pioneros en la endoscopia intervencionista – utilizamos tecnología avanzada con procedimientos mínimamente invasivos, para tratar varios trastornos gastrointestinales.

Irving Waxman, MD, utilizó este procedimiento con el paciente, Ron Schwarz. El Dr. Waxman pudo identificar tumores en el páncreas y esófago. Los cuales fueron tratados fácilmente. Estos tipos de cáncer, si no se detectan a tiempo, pueden ser fatales. Después de recibir su tratamiento, Ron está disfrutando de su jubilación.

El Dr. Waxman, así como el Dr. Andrés Geirud, forman parte de un equipo multidisciplinario de habla hispana que facilitarán todos los aspectos de su visita a Chicago.



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CINCO MINUTOS CON

Mary Barra

Directora de General Motors

En enero de 2014, Mary Barra se convirtió en la Directora general de *General Motors* y, a su vez, en la primera mujer a cargo de una famosa compañía automotriz. Casi de inmediato se vio involucrada en un escándalo masivo de reparación de partes averiadas que todavía no ha sido resuelto. La ejecutiva de 33 años, hija de un fabricante de tornos, no estaba implicada pero ha sido reconocida por la forma como ha manejado la situación. Entendiblemente le quiere enfocarse en el futuro de los automóviles, en su compañía y en su ciudad natal, Detroit. —GENE REBECK

SKY: ¿Qué es lo que GM ha estado haciendo (y qué más puede hacer) para crear confianza en sus marcas?

CATHERINE HOKE: Definitivamente queremos ser reconocidos como líderes en la calidad y seguridad en la industria. Aun más, el nuevo liderazgo implica preguntarnos: ¿Por qué estamos aquí y qué es lo que queremos? Nuestra meta es ganar la confianza de nuestros clientes de por vida valorando cada interacción, satisfaciéndolos con nuestros productos, con el servicio y con

la experiencia de poseer uno de nuestros autos. Tenemos que continuar con nuestra rica tradición de innovación y tecnología, y ser líderes en los avances tecnológicos que importan más a nuestros consumidores. Un ejemplo es que hemos instalado el sistema 4G LTE en los vehículos para ofrecer una conectividad única.

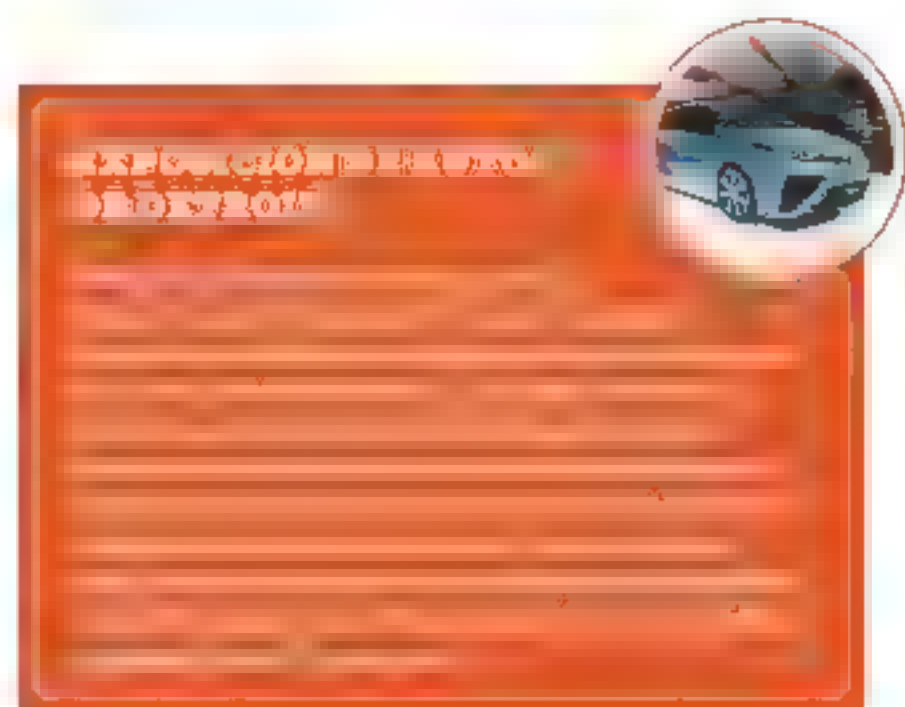
¿Cómo piensas que los autos van a cambiar en el futuro cercano?

Piensa en que tanto ha cambiado nuestro mundo debido a los teléfonos inteligentes. Estamos trasladando esta tecnología a los vehículos para agregar más valor y eficiencia. El ahorro de combustible representa otra área de innovación, ya sea por medio de propulsión alternativa o utilizando estructuras con múltiples materiales de peso liviano que mantienen la dinámica correcta del vehículo y su seguridad.

Otra tendencia actual son los vehículos de automanejo. *General Motors* ha anunciado que en 2016, los modelos *Cadillac 2017* tendrán la tecnología que permitirá la comunicación entre vehículos, lo cual es un paso importante hacia los autos completamente autónomos.

A pesar de los retos, ¿qué es lo que más le agrada de su trabajo?

Es una industria muy excitante y tengo pasión por ella. Tenemos la posibilidad de participar en una compra que para muchos es la primera o segunda más importante que hacen en sus vidas. Además, las personas en *General Motors* son muy dedicadas e innovadoras y me siento privilegiada de ser su líder. ▼





EL MEJOR CENTRO COMERCIAL DE MIAMI CUENTA HASTA CON ESTACIONAMIENTO PARA AVIONES

Con más de 200 tiendas y restaurantes, llegar al Aeropuerto Internacional de Miami es como ir a su centro comercial favorito. Lo tenemos todo: moda, joyería, equipos electrónicos, restaurantes gourmet, comida para llevar, grandes opciones para regalos, compras de última hora, tiendas libres de impuestos y mucho más. Así que si su destino es Miami cuando aterrice prepárese para ir de compras a un gran centro comercial.



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UNA CIUDAD CINCO FACETAS

París

Hay más de una forma de descubrir una meta
POR JENNIFER BUEGE



París es una ciudad de secretos. Sin embargo, si dedicas tiempo para caminar sus calles, te revelará su misterio. Es una metrópoli para recorrer a pie a lo largo del Río Sena, en la colina hacia el Montmartre, sobre los puentes de Canal San Martín o a través del Jardín de Luxemburgo. Con cada paso encontrarás una recompensa. Vendedores ambulantes te ofrecerán castañas recién tostadas o en el salón Angéline te esperarán con una taza de chocolate caliente. Después, regresa a las calles y deja que la ciudad te muestre sus encantos.

Alta cocina

ALOJAMIENTO >

Hotel Paris

Saint-Germain

Ubicado en el centro, ofrece habitaciones con estilo 'boho-chic'. Tu estadía incluye una reservación en el restaurante Le Comptoir donde es casi imposible hacer reservaciones. hotel-paris-restaurants-saint-germain.com



Sofisticación



ALOJAMIENTO >

Península París

El hermoso interior -decoraciones con hojas doradas y candelabros de cristal- sólo compete con el panorama desde el bar y restaurante en la azotea. Alquiler el elegante Rolls-Royce del hotel y llega al aeropuerto con estilo. paris.peninsula.com

Aficionados a la cultura

ALOJAMIENTO >

Hotel du Petit Moulin

En este extravagante mesón, cada una de las 17 habitaciones es diferente y están llenas de colores brillantes, muebles de distintas épocas y textiles exuberantes. hotelpetitmoulinparis.com



Romántico



ALOJAMIENTO >

Hotel Thérèse

Localizado en el primer distrito, este hotel te hará sentir como en casa. Descansa en las cómodas sillas en el salón y disfruta de té complementario por las tardes. hoteltherese.com

Hipster

ALOJAMIENTO >

Mama Shelter

Localizado al este de la ciudad, tiene lo que otros hoteles en el centro no pueden ofrecer: habitaciones económicas. Cada una está equipada con extras como iMacs y lámparas cubiertas con máscaras. mamashelter.com





◀ PARA DESAYUNAR Du Pain et Des Idées

Localizada en el moderno distrito 10°, a menudo es catalogada como la mejor panadería de París y vale la pena visitarla. Prueba el "escargot" de chocolate-pistacho o el croissant de banana Nutella. No te olvides de admirar el techo original de vidrio pintado. dupainetdesidees.com



◀ ACTIVIDADES MATUTINAS Rue Montorgueil

Este mercado callejero es una mezcla de cafeterías, carnicerías, ventas de quesos, verduras y panaderías. Camina al oeste hacia la calle Rue Montmartre y encontrarás tiendas de artículos para cocina como MORA y La Bovida.

HORA DE CENAR Le Comptoir

Entre semana, por las noches, disfrutarás del delicioso menú y del ilimitado plato de quesos. En los fines de semana, ofrecen el menú de cerdo a la carta. Ambas opciones son buenas. hotel-paris-relais-saint-germain.com



◀ DE COMPRAS Calle Rue Saint-Honoré

Hacia el oeste, desde la plaza Place Vendôme, encontrarás tiendas famosas como Emporio Armani, Jimmy Choo y Longchamp. Hacia el norte, sobre la calle Rue Royale, es ideal para comprar alta comida. Visita Maille, Fauchon y Caviar Kaspi.

HORA DEL TÉ La 68 Guy Martin

Descansa con una taza de té Shanima y un delicioso pastel de chocolate, Little Black Dress, en este lugar del afamado chef Guy Martin, en el nivel inferior de la boutique de perfumes Guerlain, en los Campos Elíseos. le68guymartin.com



◀ VIDA NOCTURNA

Palais Garnier

Este glorioso teatro del siglo XIX era antes la principal casa de ópera de la ciudad. Con su imponente escalera de mármol, un gran vestíbulo ornamentado y el techo pintado por Marc Chagall, es ahora el centro de espectáculos de ballet. Este mes podrás presenciar Romeo y Julieta. operadeparis.fr



◀ ACTIVIDADES MATUTINAS Musée du Quai Branly

Viaja alrededor del mundo admirando la colección permanente del museo que exhibe artefactos de culturas indígenas africanas, americanas, asiáticas y oceánicas, o recorre las exhibiciones especiales en temas como la diversidad de tatuajes de la cultura Maya. quaibranly.fr



EN LA TARDE

Institut du Monde Arabe

El edificio de Jean Nouvel, a lo largo del río Sena, tiene 240 aberturas que se dilatan para regular la luz solar que penetra en la estructura. Es un centro para exhibiciones, con salones de clases y una terraza con vista de la Catedral de Notre Dame. imarabe.org

◀ HORA DE CENAR Porte 12

El chef Vincent Crépel transforma la cocina mundial en platos clásicos franceses. Prueba el pescado caballa con jugo de pepino, o costillas bañadas con polvo de té de manzanilla y bambú asado. porte12.com



◀ ACTIVIDADES MATUTINAS

Museo Rodin

Aquí se exponen algunos de los trabajos más famosos del artista: "El pensador", "Las puertas del infierno" y el lleno de pasión, "El beso". Termina tu visita caminando por los hermosos jardines. musee-rodin.fr

EN LA TARDE La Pâtisserie des Rêves ▶

La bóveda de vidrio exhibe pasteles exquisitos, como tortas de limón y chocolates "eclairs", y los empaquetan en cajas muy bonitas. lapatisserie-des-reves.com



◀ HACIA EL ATARDECER

Le Mur des Je T'aime - La pared del amor

Esta pared, creada por el músico Frédéric Baron y el calígrafo Claire Kito, está cubierta con más de trescientas declaraciones de amor en diferentes idiomas o dialectos. Después de admirar el lugar, ve a Sacre Coeur y disfruta del atardecer. lesje-t'aime.com

IR DE COMPRAS ▶

Marché aux Puces St.-Quen

En este mercado al norte de la ciudad no sabes qué encontrarás: una jaula de porcelana para aves, cerámica clásica, imitaciones de zapatos tenis y ollas de bronce. Puede ser costoso pero vale la pena el paseo. Abierto el sábado, domingo y lunes. marcheauxpuces-saintouen.com



HORA DE CENAR

Le Verre Volé

Los comensales se reúnen alrededor de la cocina de este sencillo restaurante con deliciosa comida, como los filetes de pato o el salmónete asado. No tienen una lista de vinos pero los expertos meseros te recomendarán la combinación perfecta. leverrevole.fr



◀ EN LA NOCHE

Prescription

Cocktail Club

Bebe a la luz de las velas. Ordena cocteles en grupo, la ginebra de menta con jengibre sirve cuatro tragos, o prueba el Pinkie cítrico con jugo de uva. prescriptioncocktailclub.com



Para más información sobre París visita la.com.skymagazine

GIG

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Redentor. DERECHA:
El Bar do Mineiro
atrae clientela a
lo largo de la calle.
ABAJO: Caipirinha.



LUGARES FABULOSOS

Explorando Río en detalle

Explora el corazón de la ciudad en el bohemio sector de Santa Teresa y en el frenético vecindario de Lapa **POR STEVE MARSH**

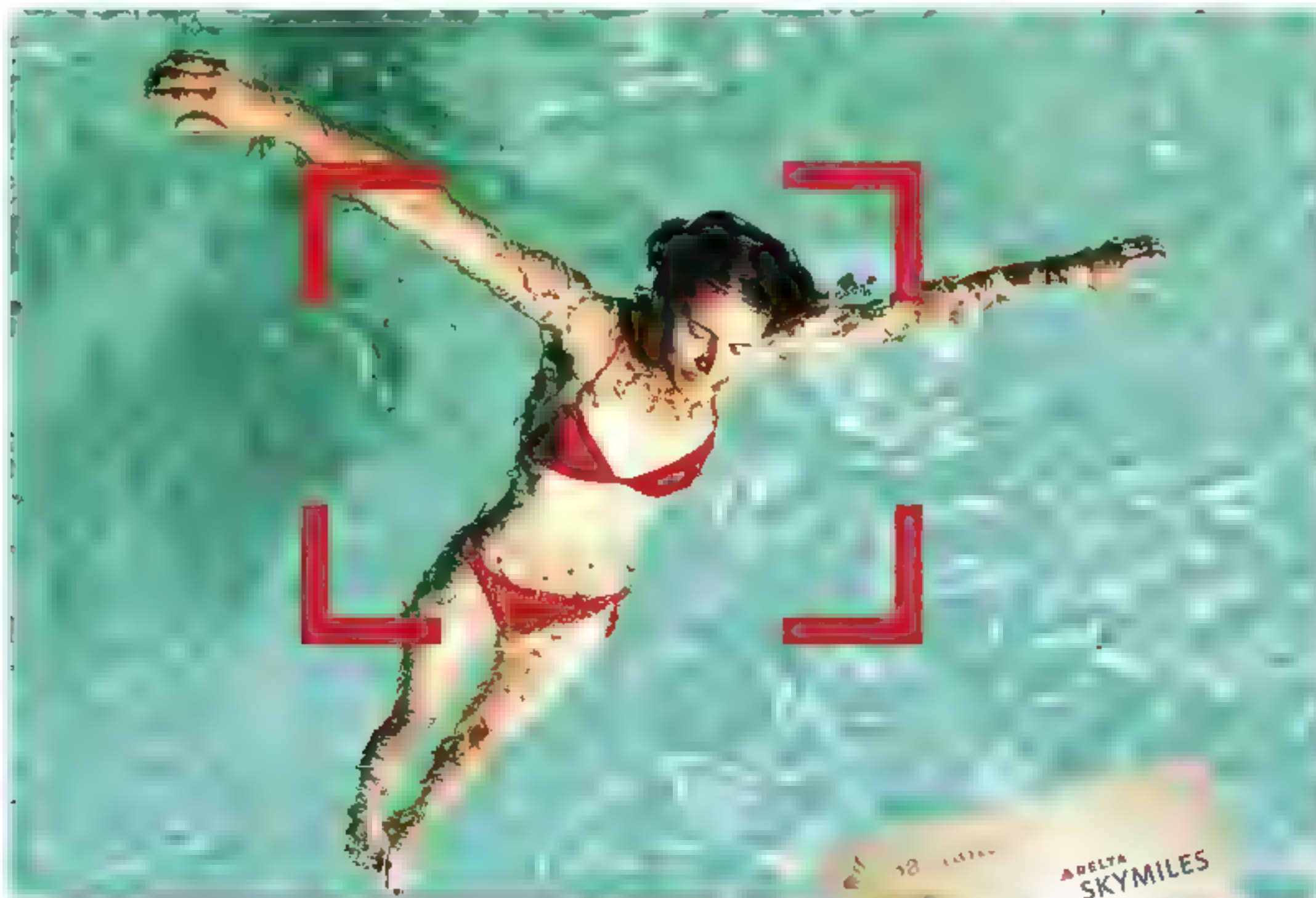
Estas imágenes son típicas de Río y son hermosas: la montaña Pan de Azúcar y el empedrado blanco y negro portugués a lo largo de las playas; los hombres y mujeres con diminutos trajes de baño bebiendo en cocos verdes; los sonidos de la samba y el fútbol que brotan de los botecos o pequeños bares en la playa. Sin embargo, Río no termina en la Avenida Nossa Senhora de Copacabana. Hay un Río mucho más profundo y robusto para descubrir a medida que te aventuras hacia el Centro y Lapa, al lado de la montaña de Corcovado y de camino hacia el bohemio sector de Santa Teresa (el área más pudiente e impulsiva de la ciudad) donde encontrarás de todo casi debajo de la nariz del Cristo Redentor.

En la cima de la colina, el camino empedrado en Santa Teresa cambia a diario. Gente joven de todo el mundo está mudándose al sector, los artistas se las

arreglan para pagar los altos costos de los arriendos y nuevos restaurantes aparecen por todos lados. En medio de todo, el mejor lugar para ser testigo de lo que está ocurriendo es desde uno de los últimos remanentes del viejo Río: el clásico **Bar do Gomez**. Disfruta de una cerveza fría, ordena un sándwich de mortadela y unas abondigas de bacalao saladas mientras observas cómo el vecindario se aburguesa al frente de tus ojos. Es como una luz brillante que se desvanece y desde otros lugares podrás presenciar su desaparición. **Aprazível** es el nuevo prototipo de restaurante en Santa Teresa con vistas de la colina desde su jardín y con su nueva y sofisticada comida brasileña.

Al terminar, baja la colina con rumbo hacia Lapa, el corazón cultural de Río. Baila al ritmo del "forró" una danza tradicional de salón y todavía sensual, en el respetable **Clube dos Democráticos** o disfruta por primera vez la samba en





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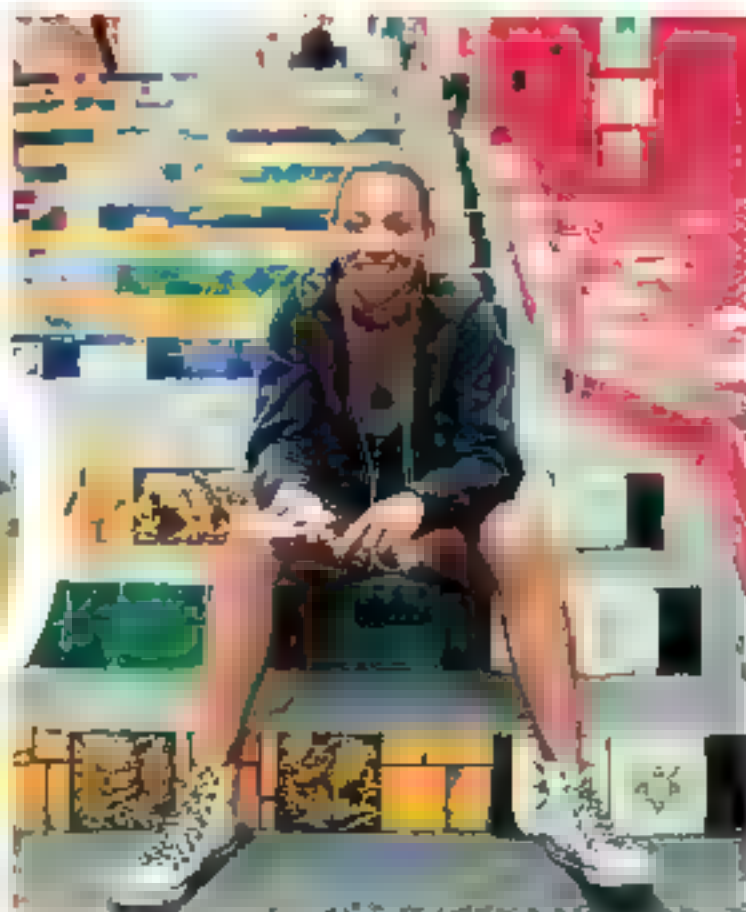
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DE IZQUIERDA
A DERECHA:
Catedral
Metropolitana;
Niña senta
da en los
escalones de
Escadaria
Selarón;
Bar do Gomez.

vivo en **Circo Voador**. Busca una 'caipirinha' para saborear mientras te encaminas hacia **Arcos de Lapa** y prepárate para presenciar el caos en todo su furor en **Escadaria Selarón**. Si te sobra algo de tiempo, en Lapa siempre hay tiempo de sobra, acaba con lo que todavía tienes en tus sentidos en el **Bar da Cachaça**.

En la mañana siguiente, ponte en camino hacia el Centro para investigar cómo fue que tu nueva ciudad favorita se transformó en lo que es ahora. Comienza en una iglesia, por supuesto, y casi que encontrarás una en cada esquina. La Catedral Metropolitana parece como una pirámide postmodernista. Compra un escapulario para que te proteja en tu próxima misión a Lapa y luego detente para disfrutar de un café y un gofre en la **Confeiteira Colombo**, una cafetería de la 'belle époque' que sirve clásicos cariocas en su interior con espejos elegantes, baldosa y madera. Después de fortificarte,

camina hacia la **Praça Tiradentes** y ojea librerías y tiendas musicales (una de mis favoritas es **Musical Carioca** que tiene un gran surtido) antes de terminar tu aventura en **A Gentil Carioca**, uno de los sitios intelectuales y artísticos de este importante escenario en Rio.

Si es lunes, no te puedes perder del fenómeno espiritual más importante en Rio. La **Pedra do Sal** es el corazón de la cultura carioca. Hacia el final del siglo XIX, el vecindario de Saúde, un antiguo mercado de esclavos y villa de inmigrantes de Bahía al norte de Brasil, creó la samba (el producto musical del Candomblé) como una tradición espiritual africana. Su sonido ha definido el estilo de vida carioca y todos los lunes gente de todo el mundo viene a este lugar a participar gratuitamente en la **samba da roda**. Encuentra un lugar al lado de la roca, aplaude, tómate una cerveza y siéntete parte del corazón de Rio. ▼

DÓNDE HOSPEDARSE

Una buena base de operaciones es el hotel Sheraton Rio, entre Barra de Tijuca e Ipanema. El lugar fue recientemente remodelado y ofrece lo que casi podría considerarse como una playa privada. Es el oasis perfecto cuando Rio se torna intenso (y si estás haciendo lo correcto, Rio se tornará intenso). Otra opción es alojarse en la cima de la colina en Santa Teresa en el exquisito **Hotel Santa Teresa**, o en el más modesto **Quinta Azul**.

DÓNDE COMER

El boteco de la esquina es el típico establecimiento de la comida canoca y uno de los clásicos es **Adega Pérola** (prueba el paté de pollo). Antes de terminar tu excursión, tienes que comer por lo menos una vez una gran 'feijoadá' (un plato típico portugués de frijoles, carne y cerdo) y dos de los mejores sitios son **Casa de Feijoadá** en Ipanema y **Bar do Mineiro** en Santa Teresa.

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A LA CARTA

Un nuevo año saludable

La comida deliciosa no tiene que ser mala para Usted

POR INGRID HOFFMANN

DESPUÉS DE LAS CELEBRACIONES de fin de año, es el momento de volver a comer comida saludable y ligera. Este es el momento del año donde mucha gente inicia dietas: es la resolución número 1 del Año Nuevo. Sin embargo no creo en dietas y, como alternativa, animo a las personas a mantener un estilo de vida saludable con hábitos inteligentes para las comidas y un ejercicio moderado. Esto le permite derrochar cuando lo desee pero a la vez continuar de inmediato con su plan.

La gran mayoría se olvida de la resolución de Año Nuevo a los tres meses. ¿Por qué? ¡Porque las dietas han sido creadas para romperlas! La sola palabra me

crea ansiedad y me hace sentir privada y como resultado automáticamente quiero comer más. También me hace pensar en comida simple y aburrida, pero comer sanamente es todo lo contrario, especialmente cuando tenemos a nuestro alcance recetas para preparar comida deliciosa y saludable.

Aquí estoy compartiendo mi receta de Pargo Rojo al estilo Veracruz. La salsa en la receta es lo que llamo una 'salsa madre' y me lleva a cocinar el doble de cantidad para guardarla en el congelador. Es saludable y es perfecta con pollo, huevos, camarones y con todo lo que se le ocurra. ¡Buen provecho! ♡

PARGO ROJO (HUACHINANGO) AL ESTILO VERACRUZ

Rinde 4 porciones

- aceite en aerosol para cocinar
- 2 cucharadas de aceite de oliva
- ½ cebolla blanca picada finamente
- 3 dientes de ajo picados muy finamente
- 1 lata (28 onzas) de tomates en cubos *San Marzano*
- ½ taza de aceitunas verdes sin semillas y picadas
- 3 cucharadas de perejil de hoja plana fresco y picado finamente
- 2 cucharadas de pasas doradas
- 1 cucharada de alcázaras
- 1 cucharada de orégano fresco picado finamente
- 3 hojas de laurel
- 1 chile jalapeño sin semillas y picado finamente
- ½ cucharadita de sal
- 4 filetes de pargo rojo (6 onzas)

❶ Precalienta el horno a 425°F. Rocía un molde para hornear de 9x3 pulgadas con aceite en aerosol para cocinar.

❷ Calienta el aceite en una sartén antiadherente grande a fuego medio. Echa la cebolla y el ajo y cocina por unos 8 minutos, revolviendo ocasionalmente hasta que la cebolla esté tierna. Agrega los tomates, las aceitunas, el perejil, las pasas, las alcázaras, el orégano, las hojas de laurel, el chile jalapeño y la sal, y calienta hasta que hierva. Reduce el fuego y cocina a fuego lento por unos 10 minutos aproximadamente, revolviendo con frecuencia hasta que los sabores se mezclen y la salsa comience a hacer burbujas y espese un poco.

❸ Esparce la mitad de la salsa uniformemente sobre el fondo del molde para hornear. Coloca los filetes sobre la salsa. Vierte la salsa restante uniformemente sobre los filetes. Hornea de 12 a 15 minutos, sin tapar, hasta que la salsa esté burbujeante y el pescado esté cocido en el centro.

30,000 FEET

IN FLIGHT INFORMATION & ENTERTAINMENT



DELTA SALUTES

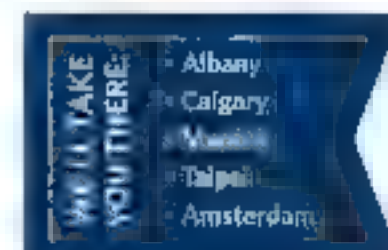
COVENANT HOUSE SLEEP OUT

On November 20, Delta executives Gaëlle Grimmert, SVP-New York, Andrea Newman, SVP-government affairs, and Ranjan Goswami, vice president, national sales-West, joined other corporate leaders in the annual Covenant House Sleep Out Executive Edition to raise awareness and funds to combat homelessness among young people. In a statement of solidarity and generosity, the Delta leadership took to the streets with cardboard and sleeping bags while the kids who live at Covenant House slept in safe, warm beds. Close to \$5 million was raised nationally from the Executive Sleep-Out for 2014.

The nonprofit Covenant House organization provides care and vital services to homeless, abandoned, abused, trafficked and exploited children throughout the country. Delta supports Covenant House groups in California, Georgia, Michigan and New York, providing volunteers and funding to help the group in its mission of getting kids off the streets. covenanthouse.org

DID YOU KNOW?

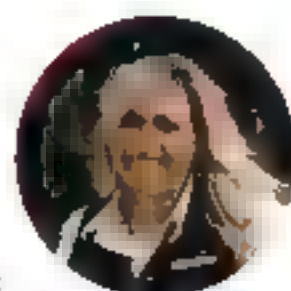
In 1948, Delta unrolled the new 56-seat Douglas DC-6. The luxurious plane included a six-seat Sky Lounge in the rear of the cabin, which offered a comfortable place for "quiet conversation, cards and coffee."



DELTA SALUTES

Connecting under pressure

"My wife and I were delayed in Milwaukee when Chicago air traffic control went out. The agent at our gate was amazing. Despite the long lines of unhappy people, Jen was extremely helpful and had an unfailing smile during a difficult time." —Todd Engel



Jennifer Jacobs,
Milwaukee
ACS Gate Agent

Caring to make a difference

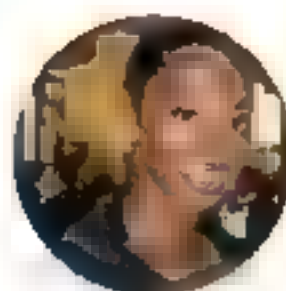
"I fly regularly for my job and have never written a note like this before. Due to a family matter, I needed to reroute my return flight to a different city. I briefly explained my situation to a Red Coat by the name of Ousman and asked if he could help. After looking at a number of options, he found a solution that allowed me to reroute my flight. He was a pro and he made my day (which happened to be my birthday). I wanted you to know that this guy is a difference maker." —Kevin Gilre



Ousman Tounkara,
Red Coat

THE DELTA DIFFERENCE

Delta passengers share stories of Delta employees putting themselves on the other side of the counter.



Jaclyn Bradley,
Flight Attendant

Love is in the air

"[My fiancé] Adam and I met when we sat next to each other on a Delta flight. Sixteen months later, Adam proposed in the same two seats that we originally sat in on the flight we met. Flight attendant Jaclyn was incredibly sweet and made the experience even more magical. She announced it on the loudspeaker. We are both loyal Delta customers and sincerely appreciate your constant commitment to superior customer service. Delta has been an integral part of our relationship and we can't thank you all enough. Come Fly with Me (Sinaara, will be our wedding song in Delta's honor)." —Erika Heyder, Adam Seeley

Helping you keep your promises

"I can positively attribute some of my success as a professional speaker to my ability to promise that I will be there on time, every time, and the extraordinary efforts your Knoxville team makes to help me keep those promises. I'd like to thank you and your team for a good partnership which has served me well for over 20 years. The personal attention I receive from the Knoxville team keeps me coming back." —Brian Tankersley



Knoxville Airport
Customer Service Agents

THE ENTERTAINMENT IS ON US



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Enjoy free entertainment in all cabins on international flights as well as in First Class, Business and Economy Comfort domestically. A wide variety of free and for-purchase entertainment is available in Economy on domestic flights.

- **Seatback Screens:** On-demand entertainment available at your fingertips
- **In-Flight Streaming:** On-demand entertainment streamed directly to your laptop, tablet or smartphone
- **Overhead Screens:** A selection of preprogrammed entertainment

	DOMESTIC FLIGHTS*	INTERNATIONAL & TRANSCONTINENTAL FLIGHTS
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BUSINESSLITE FIRST CLASS	All entertainment and earbuds are free	All entertainment and earbuds or noise-canceling headsets are free
ECONOMY COMFORT	All entertainment is free, earbuds are available for \$2	All entertainment and earbuds are free
ECONOMY	Most entertainment free (HBO, Showtime and new TV shows are \$1 per episode, new movies are \$6 each, and earbuds are available for \$2)	All entertainment and earbuds are free

**ELLA
HENDERSON**

Following her hit single "Ghost" and No. 1 J.K. debut album *Chapter One*, breakout pop sensation Ella Henderson brings her unparalleled sound to the United States.

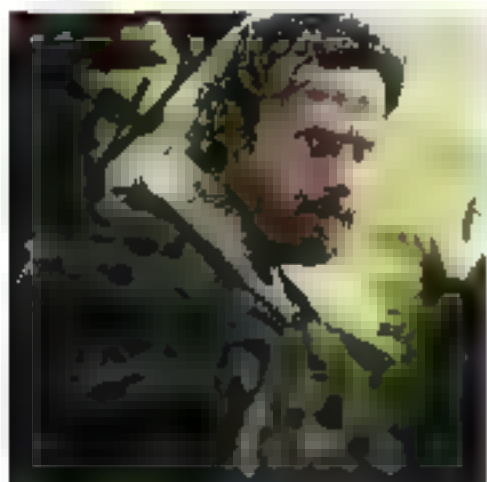


הוא נשאל על ידי השרה לוי-אביב, שגם היא חברה ב"החברים", כי האם היא חשה שיש לה שייכות לארץ. היא עונה: "אין לי שייכות לארץ, אבל יש לי שייכות ליהודים".

From Thailand to Big Sur, Hong Kong to Mongolia and beyond, experience breathtaking travel films captured by world-class content creators from around the globe in **Postcards**. **FREE**



TV



The Walking Dead

Don't miss the return of AMC's *The Walking Dead* on February 8, Sundays 9/8c. **FREE**

AMC



Episodes

Catch the exclusive in-flight premiere of *EPISODES* on board now. The hit comedy returns Sundays at 10:30 p.m. only on Showtime.

SHOWTIME



TED Talks

TED brings together fascinating thinkers, artists and technologists to give the talk of their lives in 18 minutes or less. Find more at TED.com. **FREE**

TED



Olive Kitteridge

Following the life of the maddeningly witty Olive, this miniseries spans 25 years, portraying her relationships with her son, husband and friends.

HBO



Comedians in Cars Getting Coffee

Jerry Seinfeld has conversations with comedians. In cars. While getting coffee. **FREE**



How to Get Away with Murder

The brilliant professor Annalise Keating gets entangled with four law students from her class.



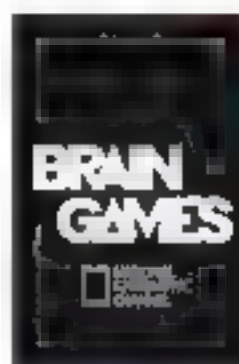
House of Cards

A politician will do whatever it takes to climb to the top of the Capitol Hill hierarchy. **FREE**



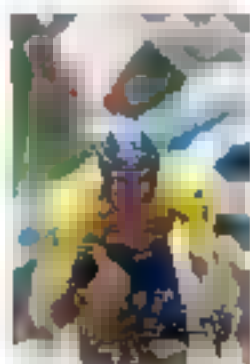
The Men Who Made Us Spend

Jacques Peretti investigates what makes us spend so much and the men behind the brands.



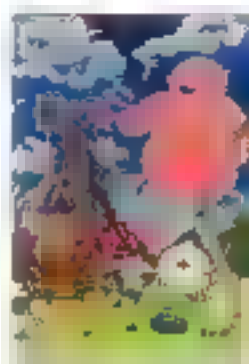
Brain Games

Jason Silva uses interactive experiments and illusions to uncover the workings of the mind. **FREE**



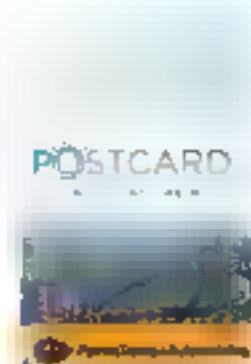
Stop at Nothing: The Lance Armstrong Story

A documentary on one of sport's biggest frauds. **FREE**



Adventure Time

Finn, his magical dog, Jake, and their friends live in the Land of Ooo. **FREE**



Postcards

Breathtaking travel films from content creators around the globe. **FREE**

Listen Up

Ergonomically designed earbuds are available on flights worldwide as part of our partnership with Billboard.



Satellite TV

Free live satellite TV is available for all customers on select B737, B757 and B767 aircraft on flights within the continental United States and while over the Hawaiian Islands. Channel lineup is subject to change. Delta is not responsible for interruptions of service.

dish

MOVIES



Wall Street

Stars Michael Douglas, Charlie Sheen, Daryl Hannah, Martin Sheen.

A young, inexperienced stockbroker is desperate to succeed on Wall Street when his path crosses that of greedy business tycoon Gordon Gekko, who takes him under his wing and involves him in illicit stock deals. **FREE**

SKY KIDS



Fantastic Mr. Fox

One day, happily married Mr. Fox has an itch to go on a farm-raiding excursion only to upset the local farmer and create distress for his family and friends. **FREE**



Over the Garden Wall

Brothers Wirt and Greg get lost in the Unknown forest, and must find their way home. **FREE**

FEATURED: IN THE BIZ



The Social Network

Stars Jesse Eisenberg. The story of Mark Zuckerberg, the creation of Facebook and the legal drama that unfolds in its wake. **FREE**



The Insider

Stars Russell Crowe, Al Pacino. A chemist appears in a 60 Minutes expose on Big Tobacco, leading to personal backlash. **FREE**



The Devil Wears Prada

Stars Meryl Streep, Anne Hathaway. A young woman is put to the test after getting a demanding assistant job at a prominent fashion magazine. **FREE**



Trading Places

Stars Dan Aykroyd, Eddie Murphy. The roles are reversed for a big-time business investor and a lowly street hustler. **FREE**

Charge It

Purchase eligible in-flight entertainment including movies, TV shows and headsets with your Delta SkyMiles® Credit Card from American Express and receive a 20 percent credit on your statement. delta.com/mycardcan



CC Closed Captioning

A selection of on-demand movies and TV programming is available for customers who are deaf or hard of hearing. Titles with captions are noted in the on-screen video description and are highlighted with the CC icon on the following pages of Sky. To turn captions on or off, just touch the CC icon on your screen once your video starts. Captioning is available via seatback screens on

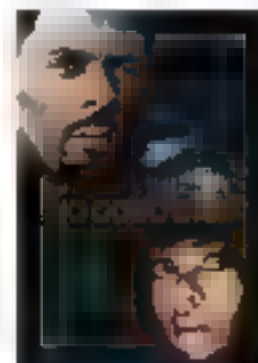
In celebration of the new year, check out our new beginnings-themed onboard movie selections including *The Best Exotic Marigold Hotel*, *Groundhog Day*, *Ed, Pyra Love* and *Wellington Square*. **FREE**



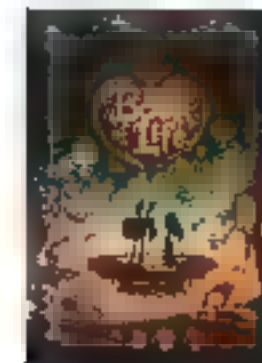
Alexander and the Terrible, Horrible, No Good, Very Bad Day
Stars Steve Carell, Jennifer Garner.
Alexander and each of his family members have a very bad day. **PG**



The Equalizer
Stars Denzel Washington, Chloë Grace Moretz. A retired black ops agent must help a teenage girl who has fallen victim to Russian mobsters.



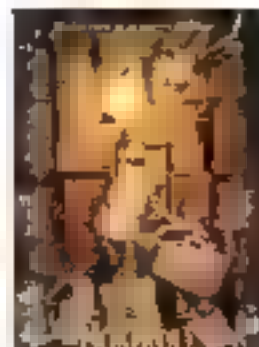
No Good Deed
Stars Taraji P. Henson, Idris Elba. An escaped convict sneaks into a woman's home when she is alone with her children.



The Book of Life
Stars Diego Luna, Zoe Saldana, Channing Tatum. Manolo goes on an adventure to help him decide which life path he should take. **PG**



Rudderless
Stars Billy Crudup. After the sudden death of his son, a father finds a box filled with his son's secret musical talents.



The Boxtrolls
Stars Isaac Hempstead Wright. An orphan boy who was raised by Boxtrolls must save them from being exterminated. **PG**



Men, Women & Children
Stars Jennifer Garner, Adam Sandler. Teenagers and their parents try to navigate life with the extensive presence of the internet.



The Hundred-Foot Journey
Stars Helen Mirren, Om Puri, Manish Dayal, Charlotte Le Bon. A renowned chef starts a feud with the culinary Kadam family. **PG**

“He was so passionate about getting the cast that he very specifically wanted. We did some crazy scheduling so that the cast that he wanted could be in the movie. And it was all completely worth it.”
— TINA FEY on *This Is Where I Leave You* director Shawn Levy



He's a craft noted to the right. Delta's committed to providing a great entertainment experience for all customers. To that end, we're adding closed captioning to all new aircraft and to fleets being equipped with new entertainment systems—an average of two aircraft per month through 2018.



A330	B737-900ER	B747	B757	B767-300ER	B777
All	All	All	Some	Most	All

DELTA **STUDIO™**

THE ENTERTAINMENT IS ON US

FREE OVERHEAD ENTERTAINMENT

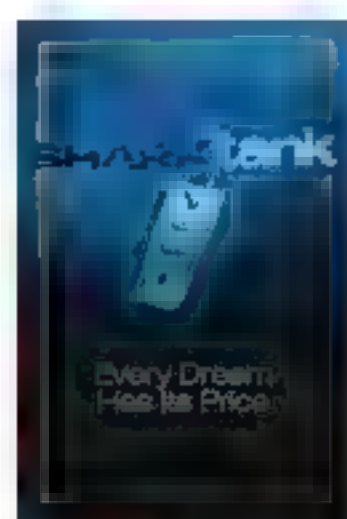
TV



The Goldbergs
The youngest child in a 1980s family documents their lives with his video camera.



Bloomberg: Seattle
Catch the latest news out of Seattle, brought to you by Bloomberg TV.



Shark Tank
Self-made business tycoons give budding entrepreneurs the chance to reach their dreams.



Black-ish
A father works to keep his family's cultural identity in a rapidly changing world.

MOVIES



Alexander and the Terrible, Horrible, No Good, Very Bad Day
Stars Steve Carell, Jennifer Garner. Alexander and each of his family members have a very bad day.



Dolphin Tale 2
Stars Harry Connick Jr., Morgan Freeman, Ashely Judd. The Clearwater Marine Hospital must find Winter a new pool mate.



The Good Lie
Stars Reese Witherspoon. An employment agency counselor aids Sudanese refugees create a new life in America.



Cape Nostalgia
Stars Sayuri Yoshinaga, Hiroshi Abe. A kind-wise widow and her nephew run a café in a small Cape Myogane village.

MOVIES PLAYING

JANUARY 1-31

U.S. Eastbound/Northbound

Alexander and the Terrible, Horrible, No Good, Very Bad Day Sp

U.S. Westbound/Southbound

The Good Lie Sp

From Alaska/Hawaii/Mexico/Caribbean/Central America

The Good Lie Sp

To Alaska/Hawaii/Mexico/Caribbean/Central America

Alexander and the Terrible, Horrible, No Good, Very Bad Day Sp

Japan to Micronesia* Dolphin Tale 2 Jp

Micronesia to Japan Cape Nostalgia** Jp

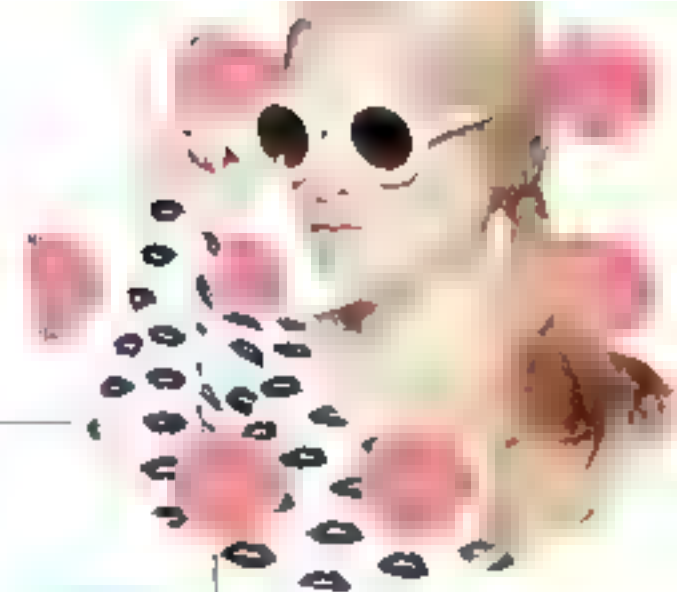
* Guam, Palau, Saipan, ** Subtitles in English

Language

All programming is offered in English and other languages based upon route. Programs offered in other languages are indicated by this code.

Jp 日本語
Sp Español

Last year's addictive dance hit "All About That Bass" shot breakthrough artist **Meghan Trainor** to instant stardom, and the song broke records on the Billboard Hot 100 when it sat at No. 1 for eight straight weeks. Be sure to listen to the doo-wop sweetheart, on board now.



LISTEN FOR FREE



PLAYLIST FEATURE

On all aircraft, you can create **your own custom playlist**. Follow the menus within the "Listen" section for more information.



Spotify

SPOTIFY

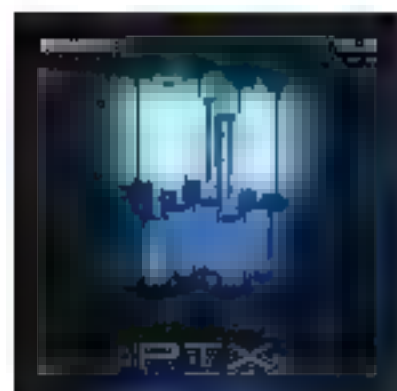
Follow Sky magazine on Spotify to hear boarding music and other playlists!



Foo Fighters
Sonic Highway



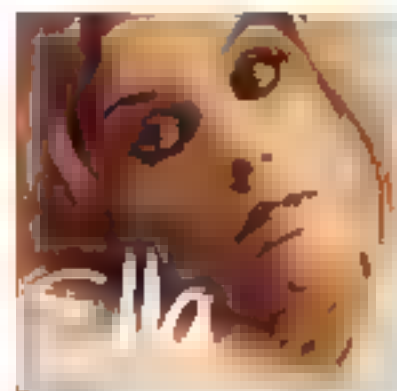
Tinashe
Aquarius



Pentatonix
PTX, Vol. III



Hozier
Hozier



Ella Henderson
Chapter One



Pitbull
Globalization

RADIO CHANNELS

Delta offers **16 unique, custom-produced 45-minute programs** for your enjoyment. On most aircraft, two programs are paired together to create one 90-minute channel.

Sleep Soundly

Refresh, relax and sleep to soothing instrumental sounds.

Relax

Let the stress melt away with this collection of easy listening songs.

Classical Melodies

A selection of pieces by renowned composers, including J.S. Bach and Franz Liszt.

Classical Romance

Romantic classical songs from Mozart, Claude Debussy and Antonin Dvorák.

Ritmo Caliente

Latin tracks from hot artists such as Romeo Santos, Carlos Vives and Camila.

TED Ideas in Flight

TED Radio Hour is a co-production of NPR and TED.

GRAMMY® Highlight

Songs from of GRAMMY Award-winners such as Justin Timberlake and Alicia Keys.

Spotlight: Barbra Streisand

A spotlight on the iconic singer, songwriter, actor, author, director and producer. Enjoy classics followed by songs from her recently released, chart-topping album.



Billboard Hits Channel 7
Hit songs from hot artists including Carrie Underwood, **One Direction**, Meghan Trainor, Pharrell Williams and more.



GraphicAudio: Marvel Channel 9
Check out the latest comic releases in GraphicAudio...A Movie in Your Mind, including Marvel's Spider-Man: *Drowned in Thunder*.

Cool Jazz and Vocals

Cool jazz from Chet Baker and Miles Davis, plus smooth vocals from Tony Bennett and other acclaimed singers.

Big Country

Courtesy this from chart-toppers Miranda Lambert, Jason Aldean and more.

Chart Pulse

Rhythmic hits from recently charting artists such as Ella Henderson and more.

GraphicAudio: Marvel

A unique audio entertainment experience with full cast commentaries and sound effects.

Billboard Hits

Hit songs from the Billboard Artist 100 such as Sia and Pharrell Williams.

Love Songs

Smooth tracks from R & B stars John Legend, Beyoncé, Alicia Keys and more.

Modern Rock

Tracks from popular rock bands such as Foo Fighters, Broken Belts and Daughtry.

Classic Rock

60s and '70s hits from Heart, Santana, van Morrison, Aerosmith and more.



Spotlight: Barbra Streisand Channel 12
Hear highlights from Streisand's celebrated repertoire and new collaborations from her recent album, *Partners*.



TED Ideas in Flight Channel 9
TED Radio Hour is a journey through fascinating ideas, astonishing inventions, and fresh approaches to old problems.

DELTA PRESENTS

the Billboard Artist 100

Meghan Trainor*
All About That Bass

Coldplay

Jason Derulo

Chris Brown ft. Usher and Rick Ross*
New Flame

One Direction*
Steal My Girl

Florida Georgia Line

Sia*
Chandelier

Carrie Underwood*
Something In The Water

Ed Sheeran

Pentatonix*
La La Latch

Slipknot

Pharrell Williams*
Come Get t Bae

Calvin Harris ft. John Newman*
Blame

Hozier*
Take Me To Church

Rita Ora*
I Will Never Let You Down

Nicki Minaj

Ariana Grande

The Script*
Superheroes

Mr. Probz*
Waves



***You can listen to these artists on the Billboard Hits Channel in flight this month.**

billboard

Take a survey and get a free music download. Visit billboard.com/delta.



All programming on Delta is produced by Delta Music & Audio Network. For more information on Delta programming and other entertainment opportunities, contact the Media & Media Networks, programming@deltausa.com, or visit deltausa.com. All music selections reproduced under license from the appropriate agencies.

INTERNET ONBOARD



Making or receiving voice or video calls, or using video chat services using the Gogo Wi-Fi system is not permitted onboard at any time. Silent communication such as email, texting and instant messaging is always permitted.

DELTA OPERATES THE WORLD'S LARGEST WI-FI ENABLED FLEET WITH MORE THAN 880 AIRCRAFT

Does this plane have Wi-Fi?

Find out fast! Just look for the Wi-Fi symbol near the boarding door, overhead or next to your row number.



How to connect

To connect, turn on your Wi-Fi enabled device in airplane mode, connect to the "gogoinflight" signal and launch your browser.



Delta Connect

Entertainment, free access to delta.com and more
Delta Connect is the in-air experience that keeps you entertained and up to date at 30,000 feet. Enjoy inflight streaming entertainment and complimentary access to a variety of shopping sites as well as delta.com and the Fly Delta app.

Gogo

Full access to the Internet with your Gogo pass
When you're in air on new with Gogo, you're connected to all the things that matter. Simply purchase a Gogo Internet session through Delta Connect where you'll find a pass to fit your needs and budget.

Gogo has the U.S. covered

Wi-Fi is available over land* on domestic Wi-Fi equipped aircraft within the continental U.S. *Alaska, Hawaii, Puerto Rico, Guam, American Samoa, and select 767-400ER aircraft in some areas of Alaska may experience interruptions.



Now you're connected globally!

Wi-Fi is now available on many international flights with installations across our transoceanic fleet continuing through 2016.



Questions about Gogo?

Contact Gogo Customer Care: customercare@gogoair.com or 877-350-0038

Live Chat

In the air: air.gogoair.com
On the ground: gogoair.com

Power Up

110-volt outlets provide power to charge notebook computers, e-readers and tablets. USB ports provide power to charge a small electronic device, such as a smartphone. Look for them on the following aircraft:

AIRCRAFT	B717-200	B737-700	B737-800	B737-900ER	B747-400	B757-200 select aircraft	B757-300 most aircraft	B767-300	B767-300ER	B767-400ER	B777	A330	MD88	MD90	CRJ900 select aircraft
110-VOLT	All rows	Rows 1-3	Rows 1-4 all aircraft Rows 10-12 select aircraft	All rows	Rows 1-3, 22-3 and 72-80	Rows 1-4 and 8-27 or 7 or all rows	All rows	Rows 1-5	Rows 1-6 and 3-27 or 1-9 and 7-26	Rows 1-10 and 15-24	Rows 1-2 and 29-38	Rows 1-6 and 10-9	Rows 1-4	Rows 1-4 and 10-12	Rows 1-4
USB	All rows	All seats	All seats with seatback screens	All seats	All seats	All seats with seatback screens	All seats	All seats	All seats	All seats	All seats	All seats	All seats	All seats	Rows 1-4 and 10-12

*Note: Availability of power outlets is subject to aircraft configuration and equipment. Not all aircraft have power outlets in all rows. Power outlets are not available in the galley and lavatories. Power outlets are not available on the CRJ900 aircraft. Power outlets are not available on the B717-200 aircraft. Power outlets are not available on the B737-700 aircraft. Power outlets are not available on the B737-800 aircraft. Power outlets are not available on the B737-900ER aircraft. Power outlets are not available on the B747-400 aircraft. Power outlets are not available on the B757-200 aircraft. Power outlets are not available on the B757-300 aircraft. Power outlets are not available on the B767-300 aircraft. Power outlets are not available on the B767-300ER aircraft. Power outlets are not available on the B767-400ER aircraft. Power outlets are not available on the B777 aircraft. Power outlets are not available on the A330 aircraft. Power outlets are not available on the MD88 aircraft. Power outlets are not available on the MD90 aircraft. Power outlets are not available on the CRJ900 aircraft.

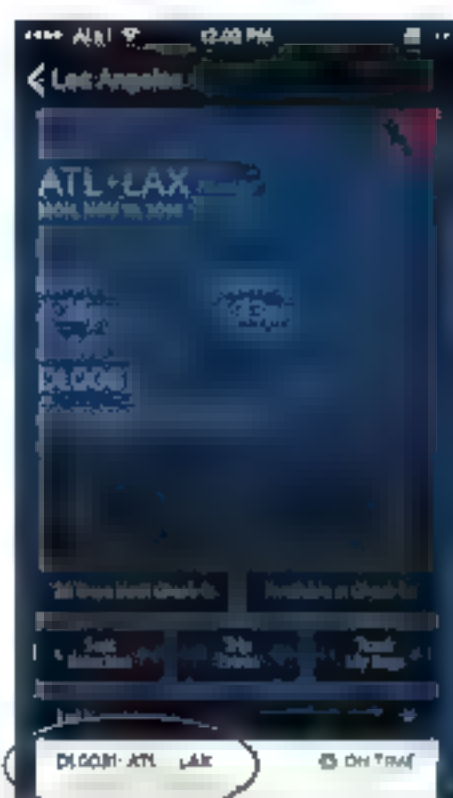
DELTA DIGITAL

DIGITAL TOOLS TO HELP YOU EVERY STEP OF YOUR JOURNEY

REQUESTING SPECIAL SERVICES USING THE FLY DELTA APP

Travel should be worry-free. That's why we're here to help at every step. We accommodate travelers with all kinds of special needs, from kids traveling alone to people traveling with wheelchairs—and even folks who bring their pets along for the ride. You can now request these special services in a few easy steps (demonstrated here) using the Fly Delta app. Whatever your needs might be, we'll make your travel comfortable and easy. You may also request special assistance at delta.com or by notifying the nearest Delta representative.

1



View Trip Details

2



Scroll down to select Add/Edit adjacent to the SERVICES option

3



Scroll down to select the WHEELCHAIR option

4



Select the Type of Service, add to any/all applicable segments and Save Request

5



Confirm Requested Service and select DONE



Fly Delta

Stay connected to Delta wherever you are—be alerted to real-time flight and gate changes, check in for flights, change your seat assignment and more. The Fly Delta app is available for iPhone®, Android™, Windows® Phone and now BlackBerry® 10. Visit delta.com/app.

With more than 10 million downloads, the Fly Delta app for smartphones is helping make travel easier for customers everywhere. Thanks for your support—we appreciate the opportunity to be a part of your journey.

Delta Gift Card

With 319 destinations, the Delta Gift Card can unlock a world of travel adventures for everyone on your list this holiday. Gift Cards are available as eGift Cards or physical Gift Cards in \$5 increments from \$50 to \$1,000 with no expiration, no fees and no penalties. To purchase, visit delta.com/giftcards.



Delta's Best Fare Guarantee
If you find a lower fare on another

website for the exact same Delta flight(s), cabin and booking class, we'll refund the difference and give you a \$100 travel voucher.* Visit delta.com/bestfare for more details.

Delta's Risk-Free Cancellation

It's OK to change your mind. Once you've bought a qualifying ticket, you have a day to cancel it, for any reason, and receive a full refund.* Visit delta.com/riskfree for more details. *Terms and conditions apply.

DRINKS + EATS

FEATURED BEVERAGES: CRAFT BEER

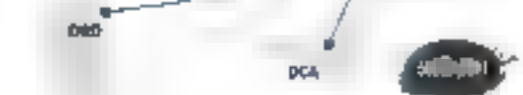
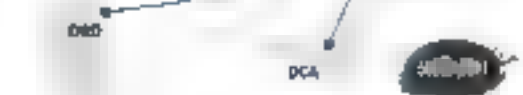
Delta is expanding the craft beer program to the transcontinental and Delta Shuttle routes. Each market will feature craft beers from local breweries.

West Coast Shuttle Lagunitas Stone



Beer and wines offered complimentary on Delta Shuttle flights.

East Coast Shuttle Blue Point Newburyport

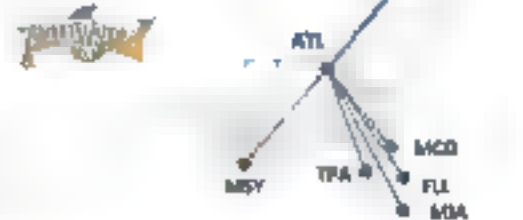


NEWBURYPORT
MAINE'S OWN

Transcontinental Ballast Point \$7 Brooklyn Brewery \$7



Southeast SweetWater 420 \$7



EATS

On board flights of 900 miles or more and select Caribbean and Latin American markets, you may purchase the individual snacks below or try our EATS treats and tapas snack boxes. EATS purchases are not available on Delta Connection single-class aircraft.



Mrs. May's
Crunch Mix



Old Wisconsin® Beef Salami Slices
Pepperidge Farm® Baked Naturals
Wheat Crisps, Rondell® Peppercorn
Parmesan Cheese Spread, Pepperidge
Farm® Cheddar Goldfish® Crackers
Weich's® Fruit Snacks, Mixed Fruit
Oreo® Cookies, Mentos® Mint



Stacy's Brand® Pita Chips, GoFonic™
Garden of Eatin'® Hummus Dip, Dipin™
Pepper & Artichoke Bruschetta,
Crunchmaster® Multi-Grain Crackers
with Sea Salt, Olympus® Pitted Greek
Olive Mix with Herbs, vacaville Fruit
Company Snacking® Mediterranean
Apricots, King's® Roasted Almonds
Dancing Deer Baking Co.® Sweet
Lemon Cookie Nibbles, Varda
Chocolatier® Dark Chocolate

Delta Air Lines accepts credit and debit cards only for all onboard purchases. Debit/Credit cards or cash are accepted on intra-Asia routes. Delta Connection® flights with single-class service accept cash only. ATM cards are not accepted. Debit cards are only accepted if they bear a major credit card logo.



Go ahead and splurge. Purchase eligible in-flight food and beverages with your **Delta SkyMiles® Credit Card from American Express** and receive a 20 percent credit on your statement. Visit delta.com/mycardcan

Alcoholic Beverages*

Alcohol may be served only to customers 21 years of age and older. By FAA rule, we may not serve alcohol to customers who appear intoxicated. Only alcohol provided by Delta and served by flight attendants may be consumed on board.

SPIRITS \$8

Añon Tequila
Bacardí Rum
Baileys Irish Cream
Bombay Sapphire Dry Gin
Canadian Club Reserve Whisky
Courvoisier V.S.O.P. Cognac**
Dewar's Scotch
Jack Daniel's Tennessee Honey Whiskey
Jack Daniel's Tennessee Whiskey
Skyy Vodka
Woodford Reserve Small Batch Bourbon

WINES \$8

Red or White

DOMESTIC BEER \$6

Miller Lite

SPECIALTY BEERS \$7

SweetWater 420® Blue Moon
Ballast Point® Heineken
Brooklyn Brewery® Sam Adams
Sierra®

*Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. **Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft.

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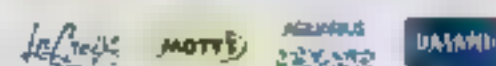
Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft.

Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft. Delta Air Lines does not serve alcohol on Delta Connection single-class aircraft.

在美國境內航路上，長等艙位乘客可向空乘免費享用啤酒、葡萄酒和各式烈酒。我們也在設法將這項服務擴展到更多航線。我們在各國航線上也免費提供啤酒、葡萄酒、烈酒、白酒和各式烈酒。如果您想了解更多關於我們提供的酒類服務，請向空乘或向我們索取說明書。

在美國境內航路上，長等艙位乘客可向空乘免費享用啤酒、葡萄酒和各式烈酒。我們也在設法將這項服務擴展到更多航線。我們在各國航線上也免費提供啤酒、葡萄酒、烈酒、白酒和各式烈酒。如果您想了解更多關於我們提供的酒類服務，請向空乘或向我們索取說明書。

Complimentary Beverages



SOFT DRINKS

Coca-Cola
Coca-Cola Zero
Diet Coke
Fresca
Sprite
7-UP

MIXERS

Mr. & Mrs. T® Bloody Mary Mix
Seagram's® Ginger Ale
Seagram's® Sparkling Seltzer Water
Seagram's® Tonic Water

JUICES AND BOTTLED WATER

Minute Maid® Apple Juice
Minute Maid® Cranberry
Apple Cocktail
Minute Maid® Orange Juice
Tomato Juice
Bottled Water
LaCroix® Sparkling Water**
Milk

HOT DRINKS

Seattle's Best® Coffee. Not just good. 40-years-in-the-making good.
Regular or decaf.
Bigelow® Tea
Harney & Sons® Tea

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AT YOUR SERVICE

YOU ASKED, WE ANSWERED

WHEN THE UNEXPECTED HAPPENS, YOU STILL HAVE CONTROL

- Please check the **Flight Information Screens** for up-to-date flight information. These screens may be located near a Need Help? Center or gate area.
- If you have missed your flight due to a delay or cancellation, you will be **automatically rebooked** on the next available flight.
- You can **scan your existing boarding pass** at any available Delta scanner to receive your new flight information. Delta scanners are located at our Need Help? Centers or in select gate areas at many Delta airports.
- We'll make every effort to **reroute your checked baggage** to your next flight.

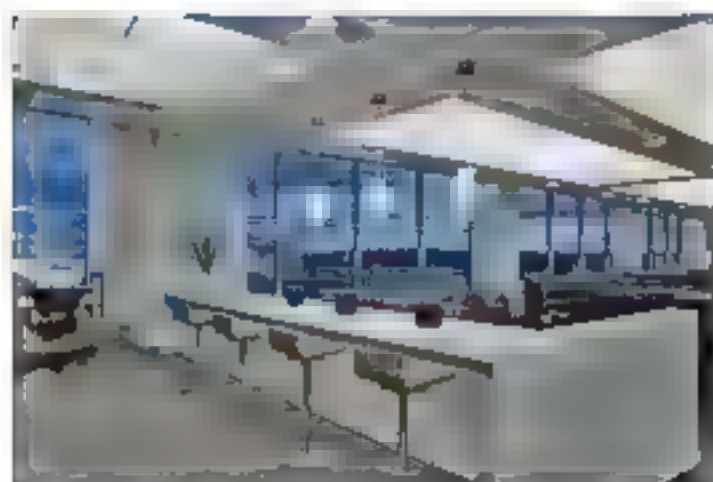
DO YOU HAVE OTHER QUESTIONS?

Call 1-855-548-2505
Tweet us @DeltaAssist

FEEDBACK?

Have a comment or complaint regarding your Delta experience? Share your feedback at delta.com/talktous. Please have your flight details available, including flight number, date and departure and arrival cities.

Delta Sky Club: Retreat from the ordinary



- Complimentary Wi-Fi access
- Satellite TV for sports, news and more
- Private showers at select locations

Plus, you can indulge in premium wine, beer, champagne and spirits for purchase at the Delta Sky Club Luxury Bar in addition to our complimentary bar offerings. Stop into a Club or visit delta.com/skyclub to purchase or renew your membership today and learn about membership options.

Delta Sky Club® is an award-winning lounge where you can work or relax in style. And with Clubs worldwide, finding a reprieve is easy.

Members enjoy:

- Fully stocked bars with complimentary house beer, wine and spirits
- A variety of fresh, healthy snacks, served all day
- Personalized flight assistance



2014



Winner of the 2013 APEX Avion Award for Best Single Achievement in Passengers Experience

Learn and book online at delta.com/skyclub or call 1-855-548-2505. For more information, visit delta.com/skyclub or call 1-855-548-2505.

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1 Delta mobile app



2 Need Help? Kiosks

Kiosks are currently available in our hub cities.



3 delta.com



FLEET

KNOW YOUR PLANES

Seats: 376

Range: 8,357 miles (13,450 km)

Speed: 561 mph (902 km/h)

Engines: 4 Pratt & Whitney PW4056 turbofans, each generating 56,000 lb. (249 kN) of thrust



B747-400

Seats: 291

Range: 10,840 miles (17,446 km)

Speed: 560 mph (901 km/h)

Engines: 2 General Electric GE90-110B1 turbofans, each generating 110,000 lb. (489 kN) of thrust

Also includes the B777-200ER



B777-200LR

Seats: 293

Range: 8,324 miles (13,400 km)

Speed: 541 mph (871 km/h)

Engines: 2 Pratt & Whitney PW4168A turbofans, each generating 68,600 lb. (305 kN) of thrust

Also includes the A330-200



A330-300

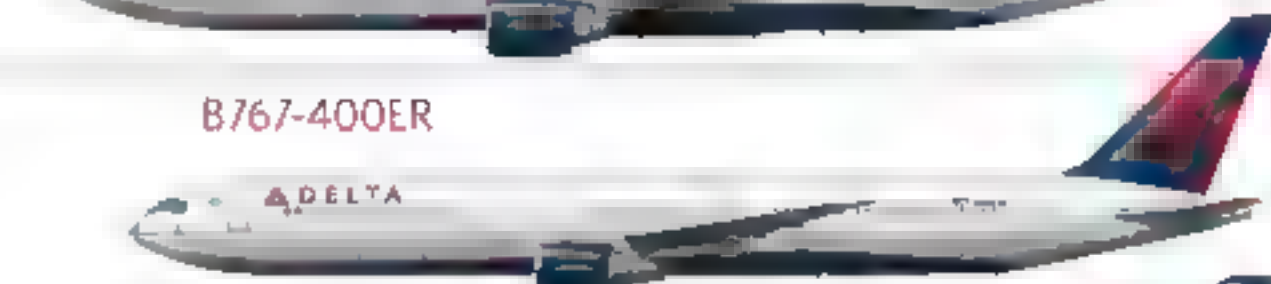
Seats: 246

Range: 6,471 miles (10,415 km)

Speed: 530 mph (853 km/h)

Engines: 2 General Electric CF6-80C2-B8 turbofans, each generating 63,500 lb. (282 kN) of thrust

Also includes the B767-300ER and B767-300



B767-400ER

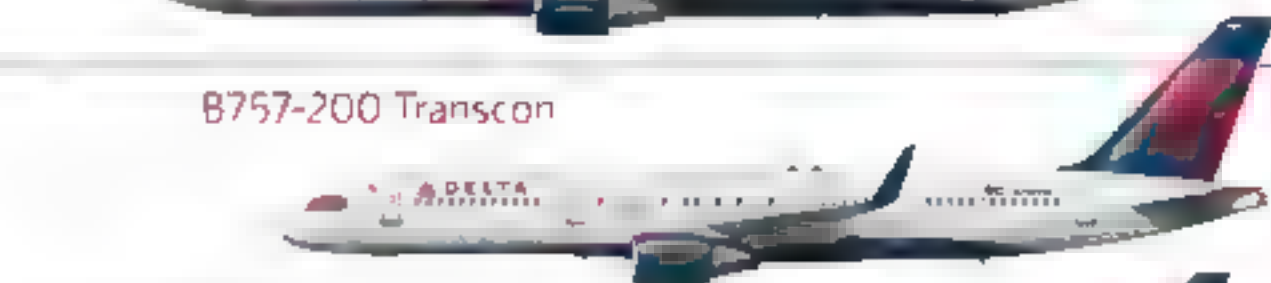
Seats: 168

Range: 4,722 miles (7,600 km)

Speed: 530 mph (853 km/h)

Engines: 2 Pratt & Whitney PW2037 turbofans, each generating 43,000 lb. (192 kN) of thrust

Also includes the B757-300



B757-200 Transcon

Seats: 180

Range: 2,870 miles (4,619 km)

Speed: 517 mph (832 km/h)

Engines: 2 CFM56-7B27/1B1F turbofans, each generating 28,400 lb. (126 kN) of thrust

Also includes the B737-700 and B737-800



B737-900ER

Seats: 160

Range: 2,400 miles (3,862 km)

Speed: 509 mph (819 km/h)

Engines: 2 IAE V2528-D5 turbofans, each generating 28,000 lb. (125 kN) of thrust

Also includes the MD88 and B717-200



MD90

Seats: 150

Range: 3,009 miles (4,843 km)

Speed: 521 mph (840 km/h)

Engines: 2 CFM56-5-A1 turbofans, each generating 25,000 lb. (111 kN) of thrust

Also includes the A319



A320

Seats: 76

Range: 2,103 miles (3,385 km)

Speed: 547 mph (880 km/h)

Engines: 2 General Electric CF34-8C5 turbofans, each generating 14,510 lb. (64 kN) of thrust

Also includes the CRJ200[®] and CRJ700



CRJ-900

E175LR

Seats: 76

Range: 2,416 miles (3,889 km)

Speed: 554 mph (890 km/h)

Engines: 2 General Electric CF34-8E turbofans, each generating 13,800 lb. (61 kN) of thrust

Also includes the E170



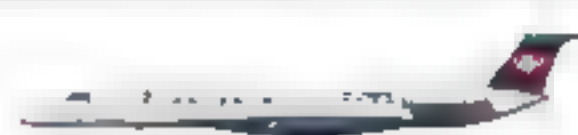
ERJ145

Seats: 50

Range: 1,876 miles (3,019 km)

Speed: 518 mph (834 km/h)

Engines: 2 Rolls-Royce AE3007A turbofans, each generating 7,420 lb. (33 kN) of thrust



WORLDWIDE PARTNERS

ALLIANCES THAT TAKE YOU FARTHER



SKYTEAM

Sky Priority. Because you are our priority.



The SkyTeam Sky Priority red-carpet treatment for our top customers speeds you through airports across the globe. Priority check-in, boarding and baggage handling—and priority lanes at ticket offices, transfer desks, security and immigration—are automatic for SkyTeam Elite Plus, First and Business Class travelers. Find out more at skyteam.com.

SKYTEAM

Delta wants you, as a world traveler and a valued customer, to have more flexibility and more choices in your global travel. So we've joined with 19 strategically based airlines to create the SkyTeam global airline alliance, built upon the principle "Caring more about you." How do we care more about you? By taking care of your needs throughout your travels.

Planning Your Trip: Special SkyTeam Offerings

- Round the World Travel Pass and Planner
- America, Africa, Asia, China, Europe, Italy, Mexico and Russia Travel Passes
- SkyTeam Global Contracts and Global Meetings
- Guaranteed full-fare Economy Class reservations for SkyTeam Elite Plus customers with 24-hour notice on long-haul flights

At the Airport: Passenger Perks

- Seamless connections with single check-in
- Access to more than 530 airport lounges worldwide
- Sky Priority® Check-In, Sky Priority Boarding and Sky Priority Baggage Handling, as well as Preferred Seating and reciprocal lounge access depending on Elite status

In-Flight: Consistent Service

- In addition to the language of each carrier, English is spoken on every flight
- Special meals across all international flights

When You Arrive: Earning Frequent Flyer Miles

- Customers can earn* and redeem miles with every SkyTeam airline
- Frequent flyers are able to book Multi-Carrier Awards, enabling them to use any SkyTeam carrier with one single Award Ticket, offering travel opportunities for fewer miles

*Miles are earned and redeemed according to each airline's frequent flyer program.

Sky Priority: 20 Member Airlines, the Same Red Carpet

SkyTeam is the only alliance that unifies its priority services for premium passengers in one brand through Sky Priority. Regardless of which member airline they are flying, SkyTeam First and Business Class passengers as well as SkyTeam Elite Plus members of frequent flyer programs can easily identify the priority services at their disposal with one unique signage across the alliance network. Sky Priority also makes all those priority services consistent throughout the alliance: regular audits take place in order to ensure that the high standards of service are kept.

OTHER TRAVEL PARTNERS

In addition to our SkyTeam partners, Delta also has other travel partners that offer codeshare flights and frequent flyer agreements. Together, we are committed to offering you high quality service, convenient travel options and more opportunities to earn and redeem miles. Visit delta.com/partners to learn more.

	SKYMILES® PARTNER	DELTA CODESHARE PARTNER
Air Tahiti Nui*	●	
Asaka Airlines	●	●
GOL	●	●
Hawaiian Airlines**	●	●
Virgin Atlantic	●	●
Virgin Australia	●	●
WestJet***	●	●

Redemption only ** Inter-island only *** Accrual only

Heathrow Heads Up: We now fly from LHR terminals 3 and 4.

Before you fly off to or from London, please note that select flights between the United States and London Heathrow (LHR) now operate from LHR T3, including flights to/from Atlanta (ATL), Los Angeles (LAX), Boston (BOS), New York/JFK and Seattle (SEA). Flights between LHR and Minneapolis-St. Paul (MSP) and Detroit (DTW) will continue to operate from LHR Terminal 4. Be sure to check your flight status at delta.com or via the Fly Delta app to confirm your gate information 2½ hours prior to departure. And visit delta.com/virginatlantic for additional travel information, including the many benefits you enjoy through our partnership with Virgin Atlantic.



The transatlantic partnership between Delta, Air France-KLM and Alitalia offers you more choices and more convenient and frequent flights.

It also means, regardless of which airline you're flying with, you will enjoy access to one of the largest airport lounge networks and dedicated reservations centers in Europe and North America. Plus, your travel is more rewarding with upgrade and mileage-earning opportunities through the Delta SkyMiles, Air France-KLM Flying Blue and Alitalia MiLeMiglia frequent flyer programs.

Key facts and figures on the expanded Joint Venture:

- Access to 13 global hubs with more than 7,500 daily flights to more than 540 global destinations.
- Represents 25 percent of the airline industry's total transatlantic market share.



SKYMILES

THE SKY'S THE LIMIT

GET MORE OUT OF YOUR TRAVEL WITH
THE DELTA SKYMILES PROGRAM.

If you're reading this and not enrolled in the SkyMiles® program, you're not getting all you can out of your trip. Get rewarded when you fly with us with a SkyMiles membership. Visit delta.com/enroll to sign up. You can also request credit for the past 30 days' flights (like this one) delta.com/mileagecredit.

✓ Earn Miles for Flying, Shopping and More.

You'll earn miles for flights on Delta, Delta Shuttle or Delta Connection® carriers. Rack up even more miles just by shopping and staying with SkyMiles partners such as Starwood Preferred Guest, the Hilton HHonors Portfolio, Hertz, SkyMiles Dining and SkyMiles Shopping. And remember, Delta is the only major U.S. carrier whose miles don't expire.



✓ Use Miles for More than Just Award Travel.

You can use your miles in so many ways.

- **Airfare:** Book Award Travel to any of our 319 destinations in 59 countries
- **Once-in-a-Lifetime Access:** SkyMiles Experiences is your ticket to award shows, concerts and more
- **Charity:** SkyWish lets you do good by donating to 17 top charities
- **Shopping:** From fashion to electronics, SkyMiles Marketplace lets you use miles for the brands you love
- **Delta Sky Club® membership:** Relax away from the gate in any of 200 award-winning locations worldwide

"I really enjoy the First Class upgrades. This is a terrific benefit of the SkyMiles program!"

— GREG WHITE,
Diamond Medallion® member

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JOIN NOW AT
DELTA.COM/ENROLL

As part of our ongoing efforts to improve your travel experience, we've made updates to the SkyMiles program. Miles are now earned based on ticket price to better reward customers who spend more with Delta. There are more redemption options, and we've increased Award Seat availability at the lowest price points.

What's New With How You Earn Miles?

- For Delta flights flown on and after January 1, 2015, miles you earn toward Award Travel are now based on ticket price and your SkyMiles status
- U.S. and select international Delta SkyMiles Credit Card Members will continue to earn up to an additional 2 miles per dollar (or corresponding earning rate) on Delta purchases with the Card
- Your existing miles and any miles earned going forward will not expire

What's New With How You Redeem Miles?

- More Award Seats at the lowest price levels
- New One-Way Awards and Miles + Cash Award options
- All new Award Ticket search and shopping at delta.com

Visit delta.com/skymiles2015 for more details and to see how you'll be rewarded in the 2015 program.

TERMS & CONDITIONS

[illegible]

Miles on Delta Purchases with U.S. Delta SkyMiles Credit Cards from American Express.

[illegible]

Did you know SkyMiles members can use miles to bid on incredible experiences like this that you can't get anywhere else?
delta.com/experiences



Dolphin Tale 2 premiere
Winner: Scott Smalling, Diamond Medalist member

“Attending the Dolphin Tale 2 movie premiere with my family through the SkyMiles Experience program was a blast. The professional photographers on the red carpet were asking if my son and daughter were a part of the film and snapping photos of them; that made their year! Thank you, Delta, for this very memorable family event.”



ROUTE MAPS

UNITED STATES & CANADA



CANADA



ROUTE MAPS

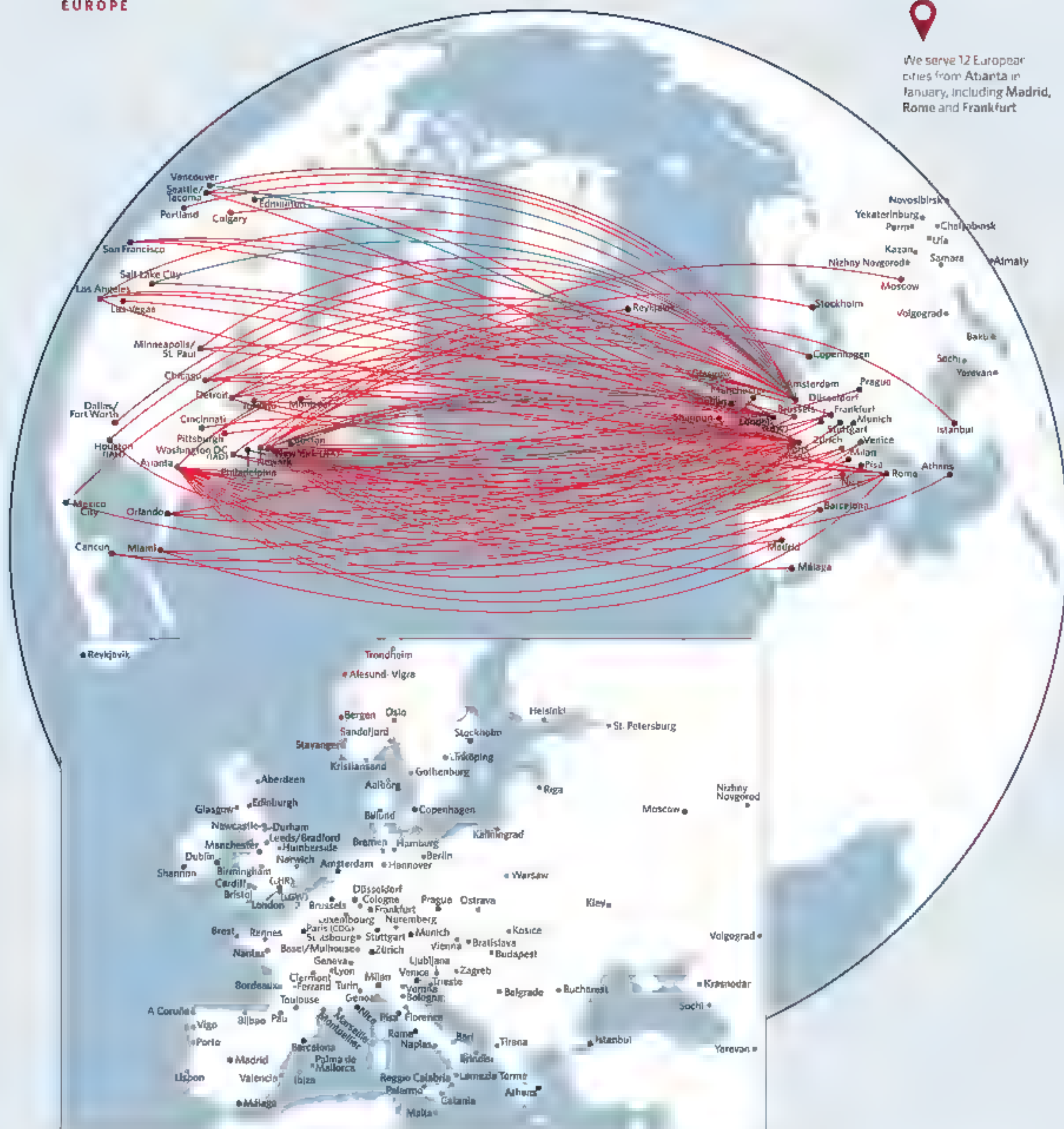
LATIN AMERICA & CARIBBEAN



EUROPE



We serve 12 European cities from Atlanta in January, including Madrid, Rome and Frankfurt



ROUTE MAPS

ASIA/AUSTRALIA/PACIFIC



Delta connects more than 100 cities in North and South America to Shanghai in one stop via Detroit or Seattle

AFRICA/MIDDLE EAST/INDIA



Delta is the only U.S. carrier serving Senegal, with service from New York/JFK to Dakar



- Delta Air Lines/Delta Joint Venture Route
- Future Route Service
- Destination served by Delta
- Destination served by one of Delta's Worldwide Codeshare Partners

Effective January 2015. Select routes are seasonal. Some future services subject to government approval. Service may be operated by one of Delta's codeshare partner airlines or one of Delta's Connection Carriers. Rights are subject to change without notice.

Maps Produced by Lesping Cat Graphics

PASSENGER INFORMATION

AUTOMATED PASSPORT CONTROL (APC)

Background:

Automated Passport Control (APC) kiosks are an efficient self-service technology that helps expedite international arrival processing for customers, including families traveling together. Passengers provide a scan of their passport(s), capture a photo, respond to customs declaration questions, confirm flight details, and claim a receipt for presentation to the CBP officers as a final step of their processing.

Delta Locations:

Hartsfield-Jackson Atlanta International Airport (ATL), New York - John F. Kennedy International Airport (JFK), Seattle Sea-Tac Airport (SEA), Minneapolis-Saint Paul International Airport (MSP), Detroit Metropolitan Wayne County Airport (DTW), Los Angeles International Airport (LAX)

Additional locations: Austin, TX (AUS), Boston, MA (BOS), Charlotte, NC (CLT), Chicago, IL (ORD MDW), Dallas, TX (DFW), Fort Lauderdale, FL (FLL), Houston, TX (IAH), Miami, FL (MIA), Montreal, Canada (YUL), Newark, NJ (EWR), Orlando, FL (MCO), Phoenix, AZ (PHX), Tampa, FL (TPA), Toronto, Canada (YYZ), Vancouver, Canada (YVR), Philadelphia, PA (PHL)

Eligibility:

All U.S. Citizens, U.S. Lawful Permanent Residents, Canadian Citizens and International Visitors from Visa Waiver Program countries are eligible to use APC kiosks. Visa Waiver Program visitors must have Electronic System for Travel Authorization (ESTA) approval prior to travel and have visited the United States on at least one occasion after 2008.

Visit cbp.gov/travel/apc for more information.



SECURITY STREAMLINED WITH TSA PRECHECK

Want to cut in line—and not feel guilty about it?

TSA PreCheck is an expedited screening initiative where you can enjoy a dedicated security lane where you may not need to remove your shoes, jacket or belt or your laptop from its bag.

As the leading carrier in customer participation in the TSA PreCheck program, Delta has helped pave the way for this partnership. And we're not stopping there—we're working closely with the TSA to ensure more customers are aware of this expedited security process and can enjoy its many benefits.

The program recently expanded to more than 100 locations over the past few months. To find out whether an airport offers TSA PreCheck, look for the TSA PreCheck logo posted in the Terminal Maps section of this issue or visit tsa.gov for a full list.

TSA Pre✓

Passengers are selected for TSA PreCheck on a flight-by-flight basis by TSA. To ensure that you're eligible to be considered, you may

- Consider participating in a **Customs and Border Protection (CBP) Trusted Traveler Program**, such as Global Entry, NEXUS and SENTRI. These programs provide expedited passport control and customs screening upon arrival into the U.S. and are a great choice for frequent international travelers.
- Sign up for the **TSA Application Program**, which provides a great option for those who may not have a passport but travel frequently within the U.S.
- Update/add your **Secure Flight Passenger Data**, and if applicable, your CBP-assigned PASS ID to your profile at delta.com/profile. Then look on your boarding pass to see if you've been selected for TSA PreCheck.

For more information about the application process, visit delta.com/tsaprecheck. Then, if you haven't already opted to TSA PreCheck to start enjoying security, streamlined

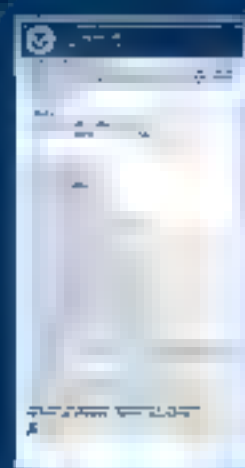
FOR PASSENGERS NOT ELIGIBLE FOR AUTOMATED PASSPORT CONTROL (APC)

CBP Form 6059B Customs Declaration

Before arriving in the United States, each traveler or head of family is required to fill out a CBP Form 6059B Customs Declaration. Most of the questions can be answered with a "yes" or "no." The form must be signed and dated. Please print legibly, using black or blue ink. Entries must be in ENGLISH and in ALL CAPITAL LETTERS. The Customs Declaration Form will be distributed during the flight.

Upon Arrival

In addition to passport and document processing, all international visitors will have their fingerprints scanned by an inkless device and a digital photograph will be taken. This will add only seconds to the overall entry process.



Global Entry

Easy, Quick U.S. Entry for Arriving International Passengers

Save time entering the U.S. by using U.S. Customs and Border Protection's Global Entry program. This voluntary program allows preapproved, low-risk travelers to clear the entry process in minutes using automated kiosks.

Passengers participating in a reciprocal program with the following countries can also access the Global Entry kiosks: Mexico, The Netherlands, Panama and South Korea. Canadian citizens and residents are eligible to access Global Entry kiosks through membership in the Nexus program.

For Global Entry information and to apply, go to globalentry.gov



TERMINAL MAPS



If you're departing from JFK or LGA, please confirm your terminal and gate and download with the Fly Delta app within 24 hours of arriving for your flight.

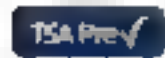
NEW YORK AIRPORTS



NEW YORK /
LAGUARDIA
AIRPORT



Recharge stations
available at most gates



NEW YORK /
JOHN F. KENNEDY
INTERNATIONAL
AIRPORT



Recharge stations
available at most gates



Terminal 4 only



Relax and Fly
Stop by The Sky Deck, Delta Sky Club's award-winning outdoor terrace in JFK's Terminal 4

A1 Alaska/Horizon Air
Boarding Gates

(A1) Virgin Atlantic
Boarding Gates

— Moving Walkway/
Tram/Train



Transfer Desk



Delta Check-in
(Ticketing, Self-Serve
Kiosk, Bag Drop)



Delta Shuttle



Airport Shuttle



Baggage Claim



Need Help? Center



Parking



Baggage Service Office



Delta Sky Club®



Partner Lounge



Airport/City Information

A1 Alaska/Horizon Air
Boarding Gates

A1 Virgin Atlantic
Boarding Gates

— Moving Walkway/
Tram/Train

Transfer Desk

Delta Check-in
(Ticketing, Self-Serve
Kiosk, Bag Drop)

Delta Shuttle

DOMESTIC AIRPORTS



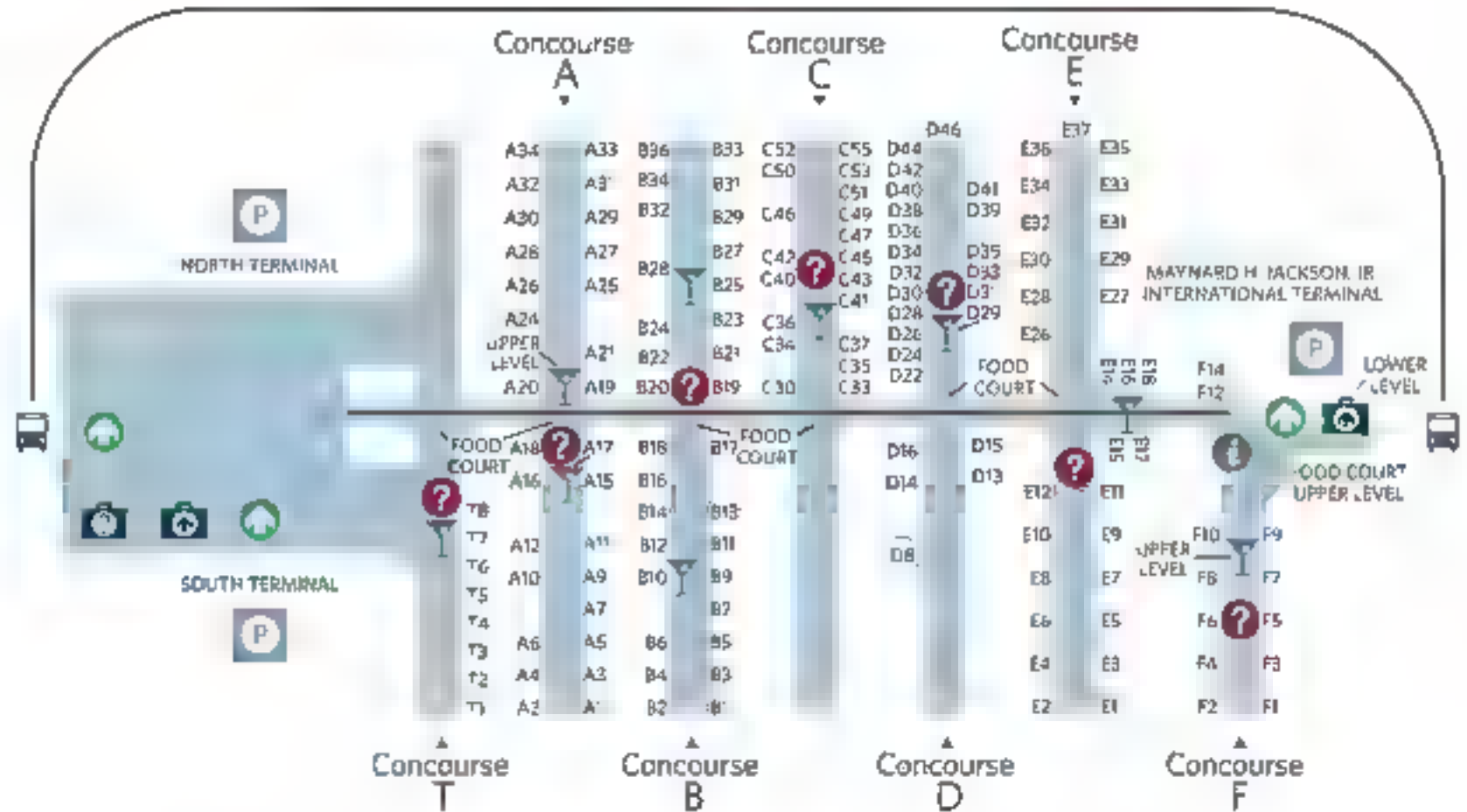
**HARTSFELD-JACKSON ATLANTA
INTERNATIONAL AIRPORT**

Recharge stations
available at most gates

TSA Pre✓



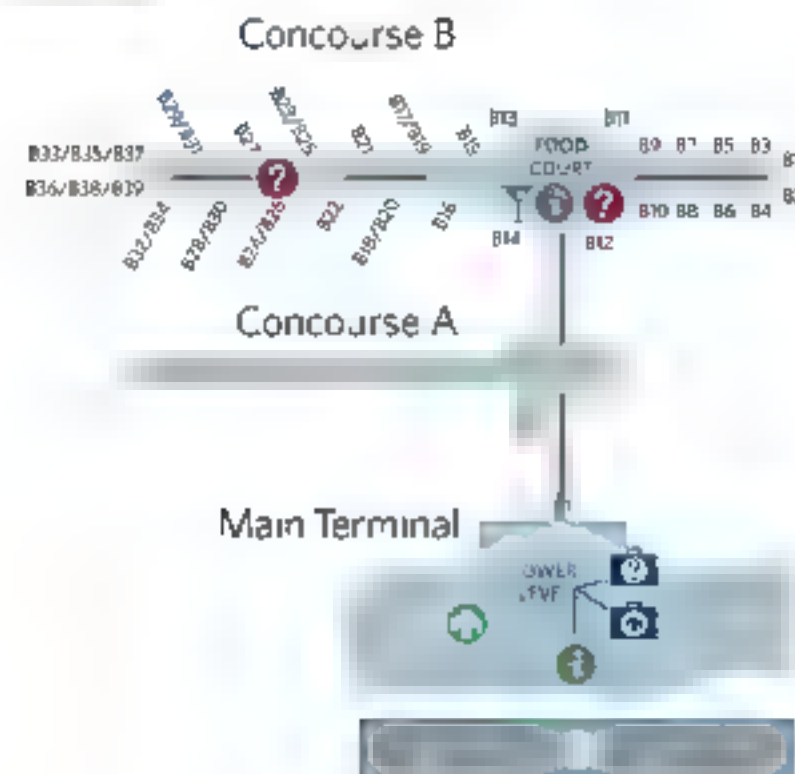
Relax and Fly
Stop by The Sky
Deck, Delta Sky
Club's award
winning outdoor
terrace on
Concourse F



**CINCINNATI-NORTHERN KENTUCKY
INTERNATIONAL AIRPORT**

Recharge stations
available at most gates

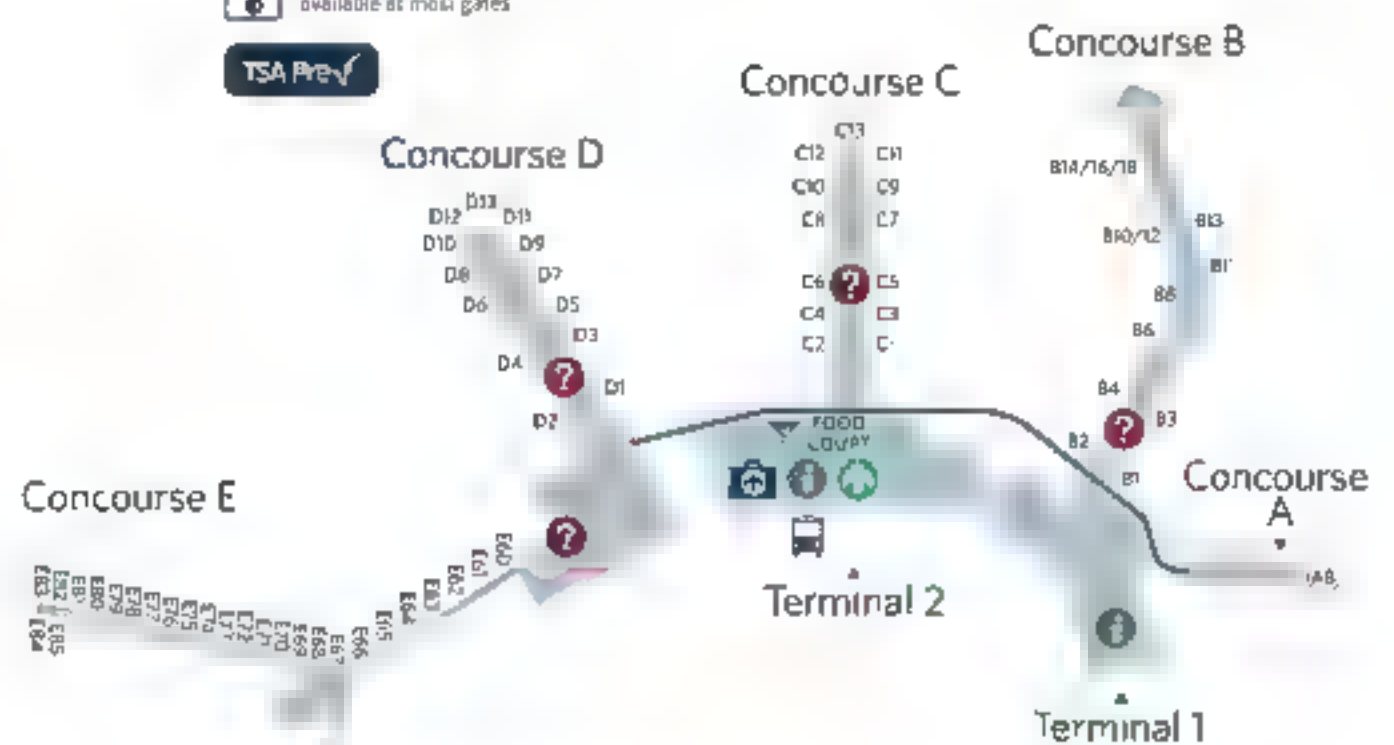
TSA Pre✓



**SALT LAKE CITY
INTERNATIONAL AIRPORT**

Recharge stations
available at most gates

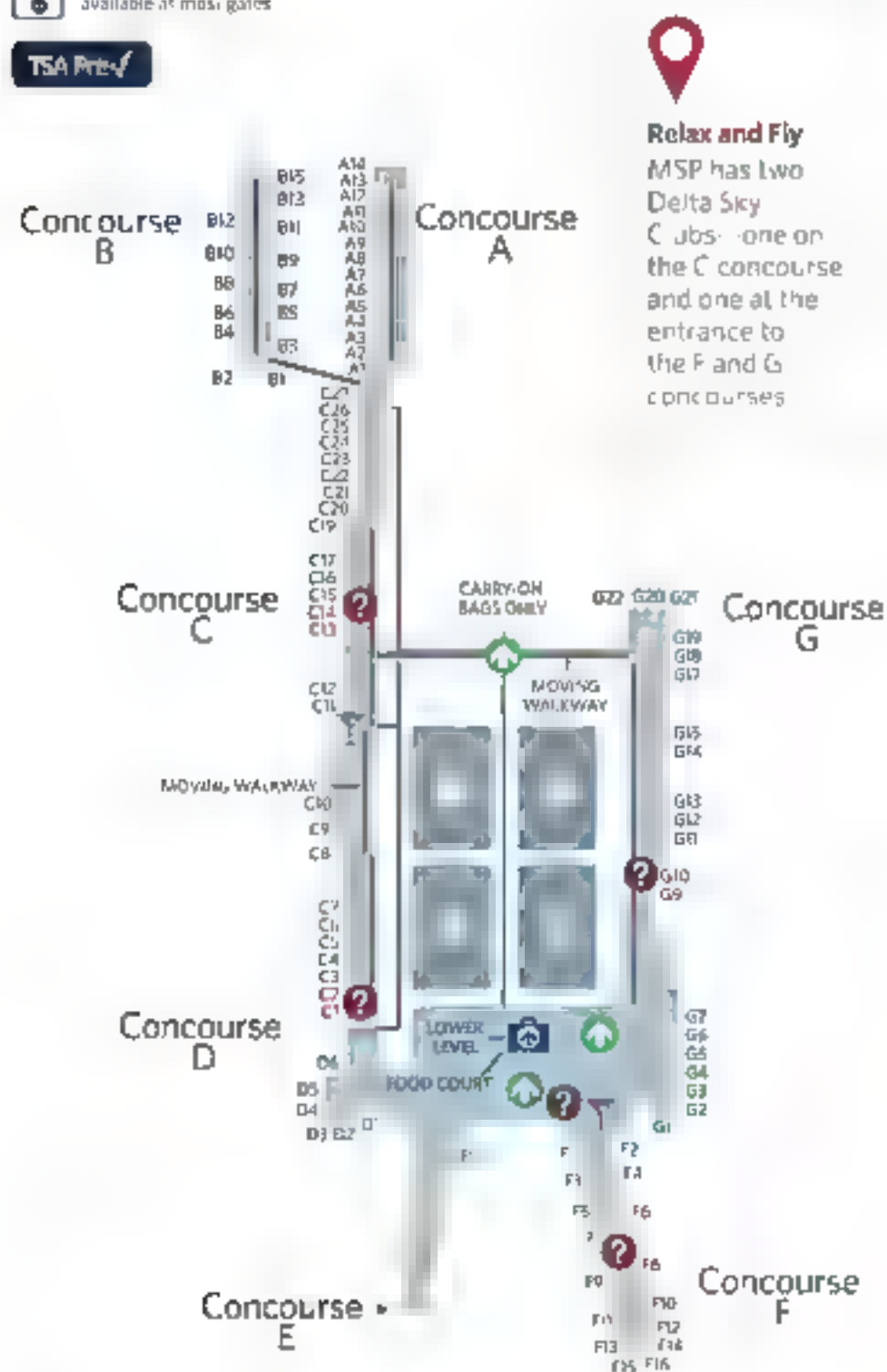
TSA Pre✓



MSP MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT

Recharge stations available at most gates

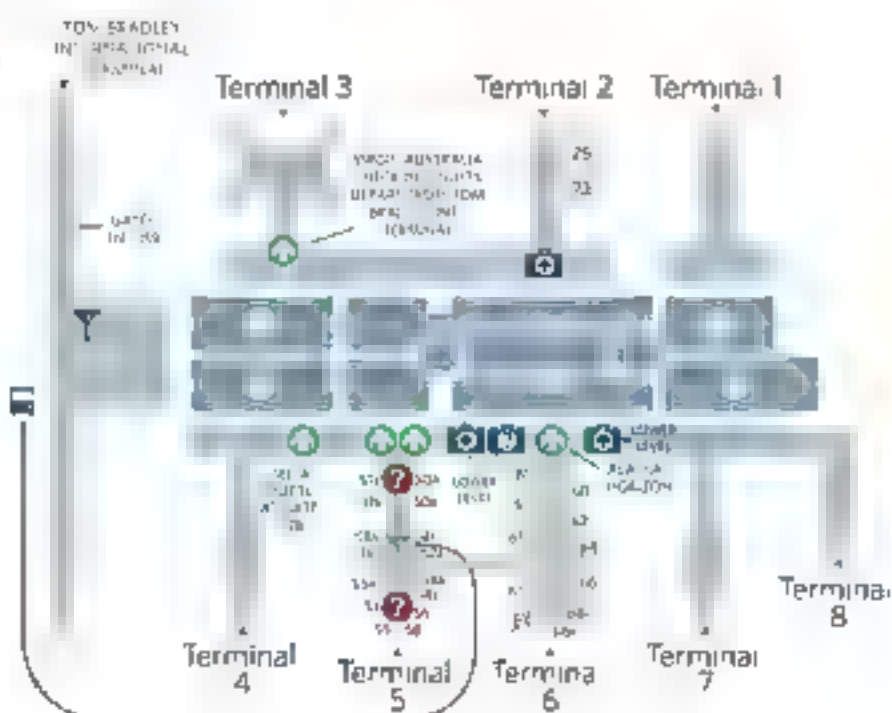
TSA Pre✓



LAX LOS ANGELES INTERNATIONAL AIRPORT

Recharge stations available at Terminal 5

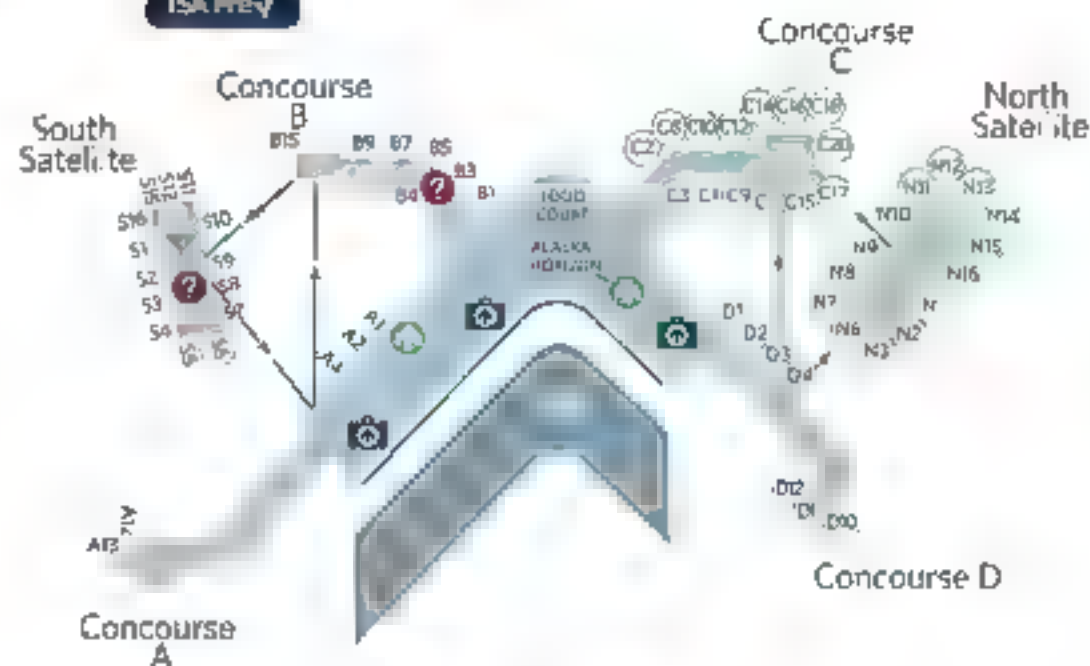
TSA Pre✓



SEA SEATTLE-TACOMA INTERNATIONAL AIRPORT

Recharge stations available at most gates

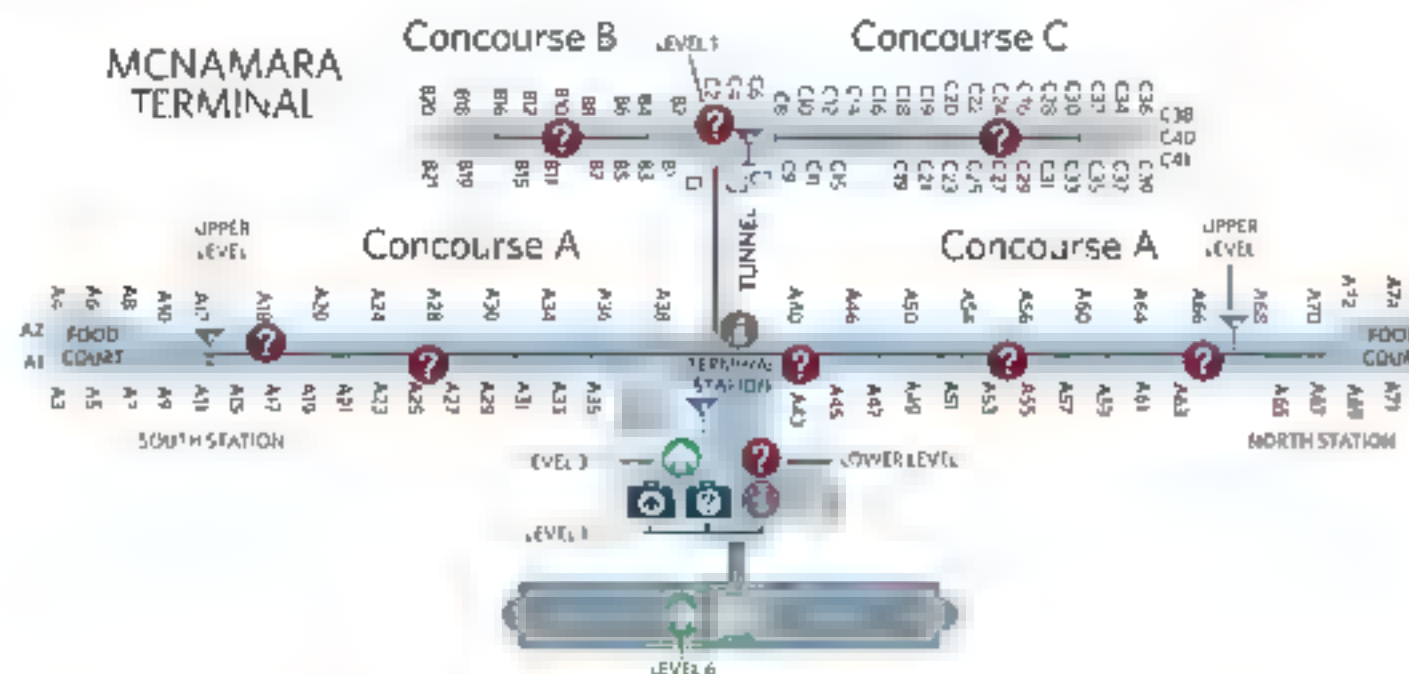
TSA Pre✓



DTW DETROIT METRO AIRPORT

Recharge stations available at most gates

TSA Pre✓



Relax and Fly
DTW has four Delta Sky Clubs: one between concourses B and C and three in A.

A1 Alaska/Horizon Air
Boarding Gates

A1 Virgin Atlantic
Boarding Gates

— Moving Walkway/
Tram/Train

Transfer Desk

Delta Check-in
(Ticketing, Self-Serve
Kiosk, Bag Drop)

Delta Shuttle

DOMESTIC AIRPORTS

PDX PORTLAND
INTERNATIONAL
AIRPORT

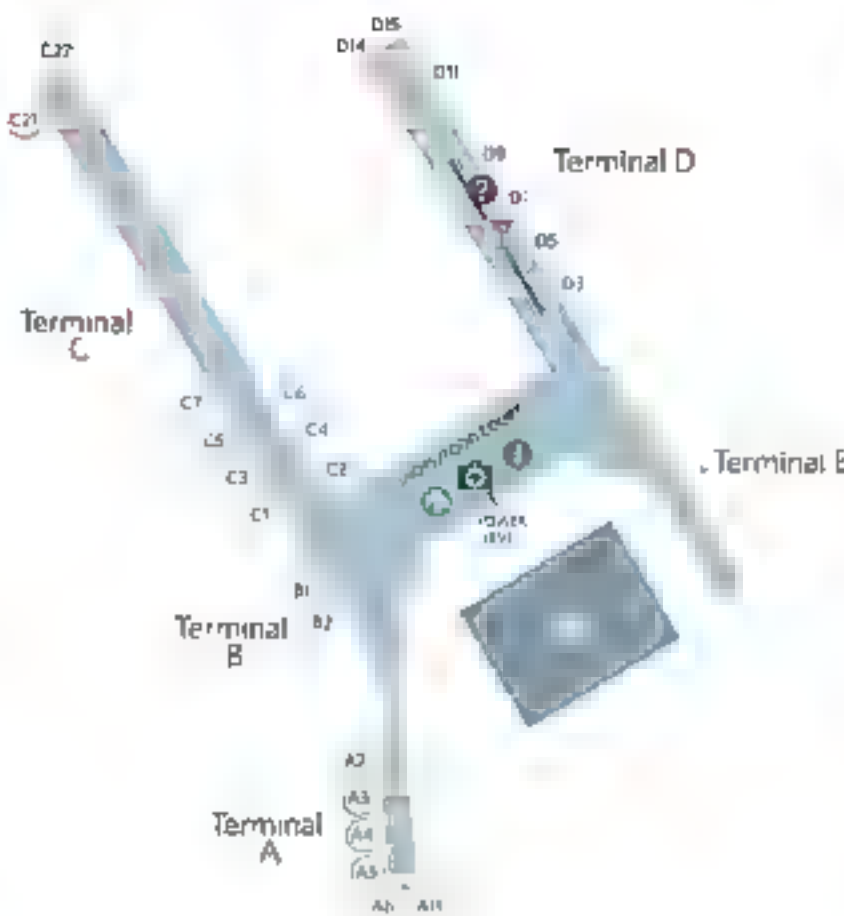
Recharge stations
available at most gates

TSA Pre✓



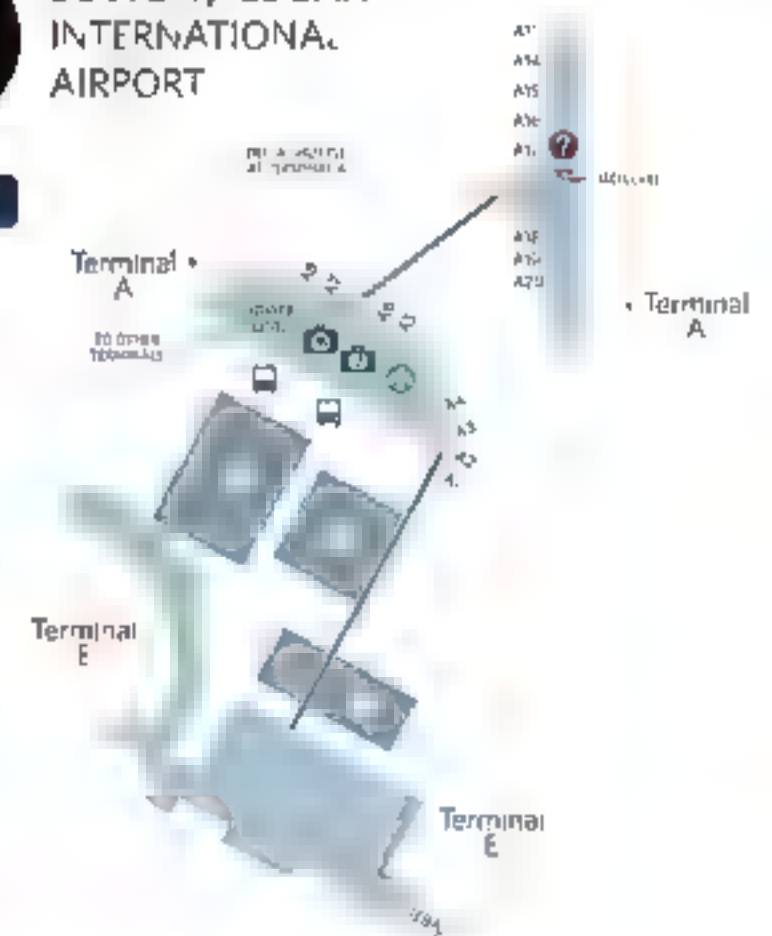
Relax and Fly

Check out the Delta Sky
Club in Terminal D near
gates D5 and D7



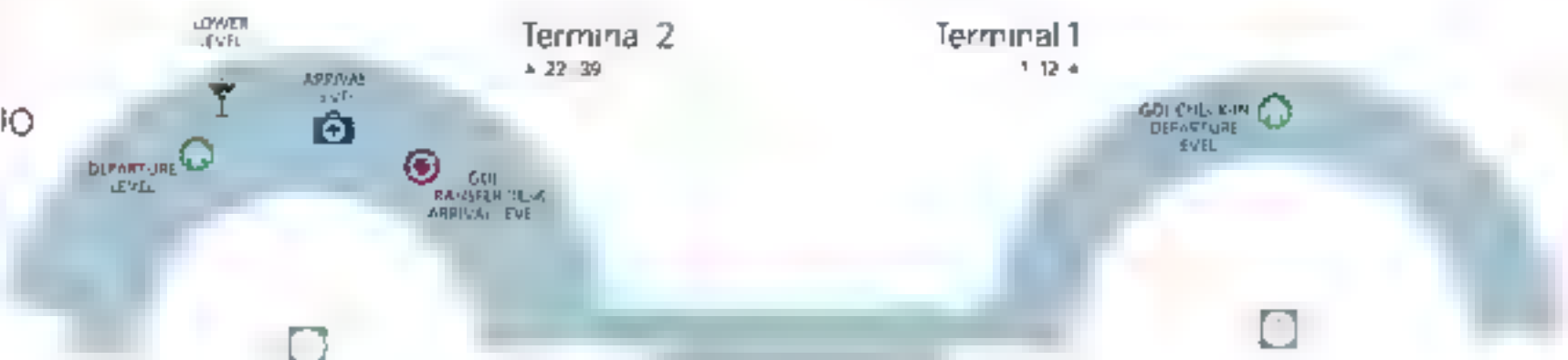
BOS BOSTON / LOGAN
INTERNATIONAL
AIRPORT

TSA Pre✓

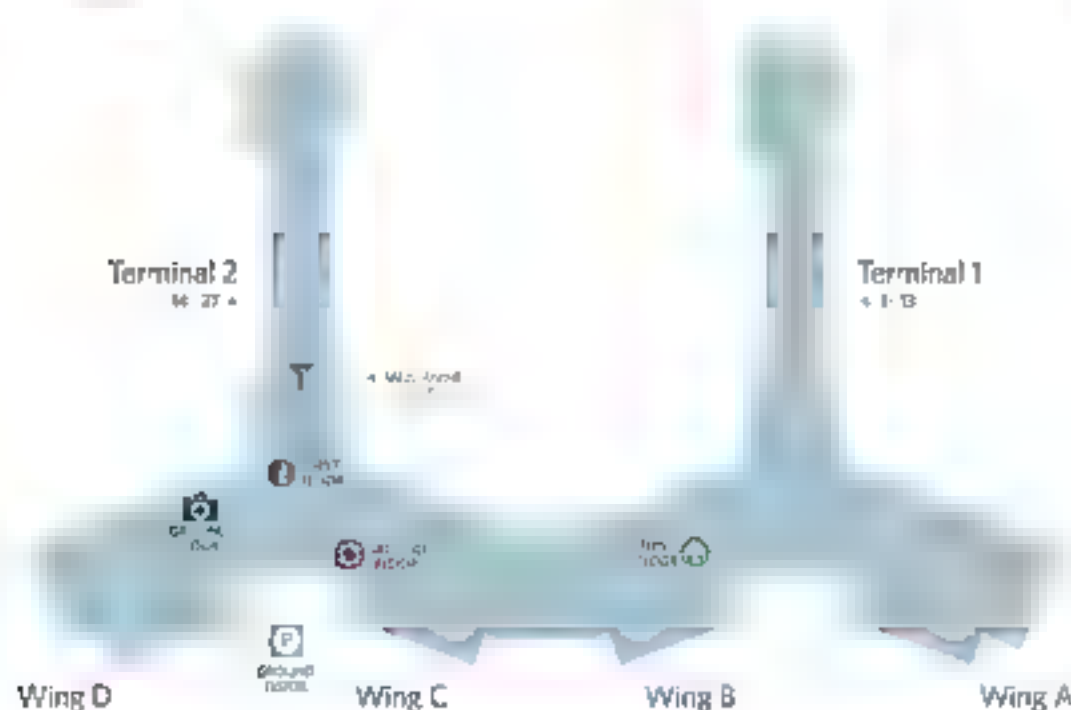


INTERNATIONAL AIRPORTS

GIG RIO DE JANEIRO/
GALEÃO-ANTÔNIO
CARLOS JOBIM
INTERNATIONAL
AIRPORT



GRU SÃO PAULO-GUARULHOS
INTERNATIONAL AIRPORT



FCO ROME (LEONARDO
DA VINCI-FUMICINO)
AIRPORT



Airport Shuttle

Need Help? Center

Baggage Service Office

Partner Lounge

Baggage Claim

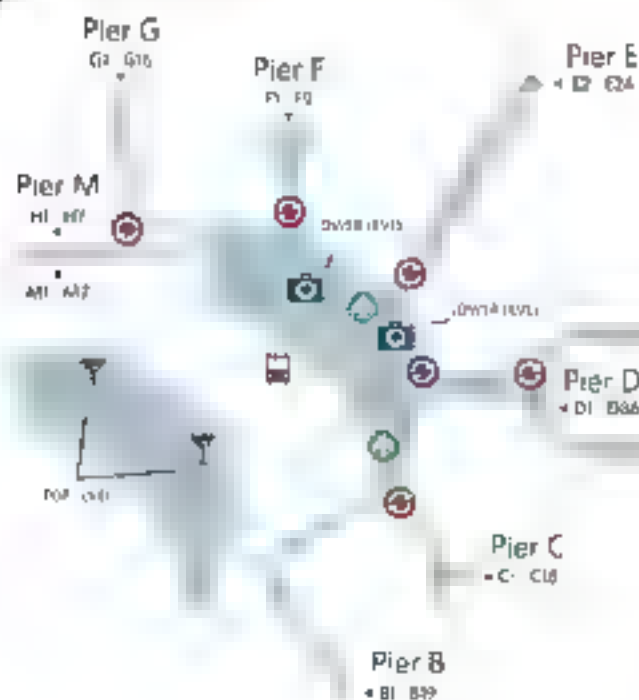
Parking

Delta Sky Club®

Airport/City Information

INTERNATIONAL AIRPORTS

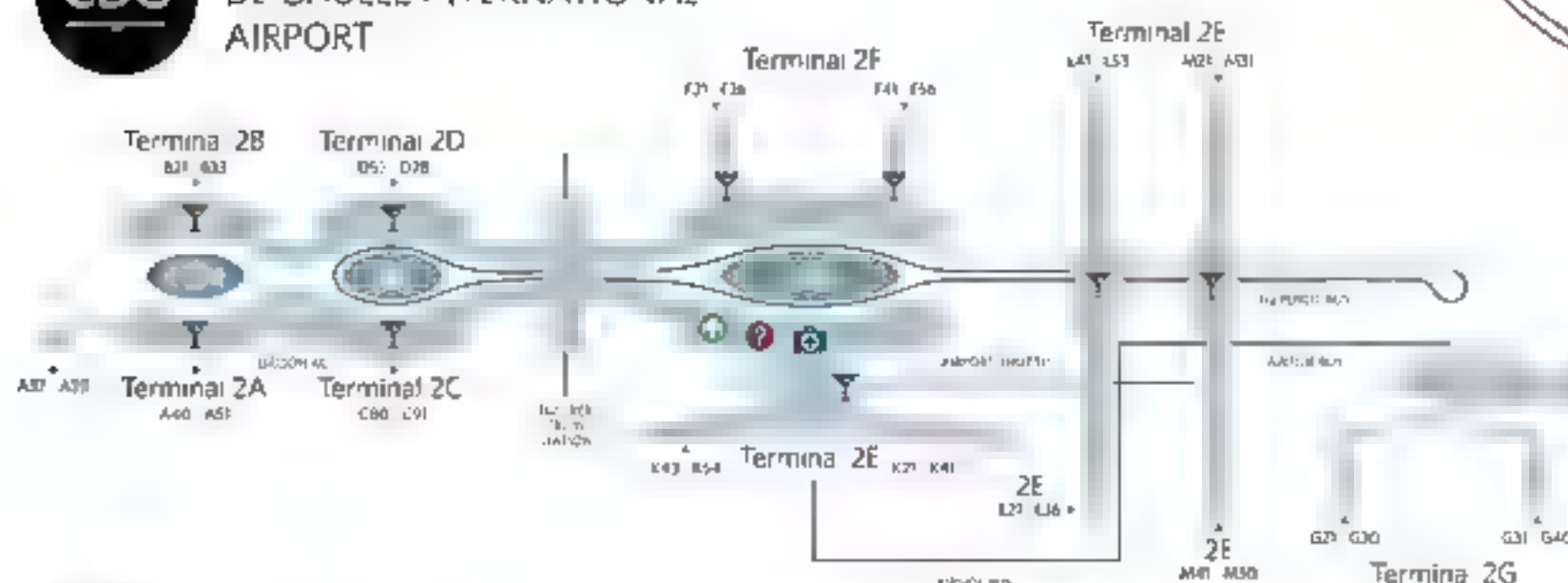
AMS AMSTERDAM / SCHIPHOL INTERNATIONAL AIRPORT



LHR LONDON HEATHROW AIRPORT



CDG PARIS / ROISSY-CHARLES DE GAULLE INTERNATIONAL AIRPORT



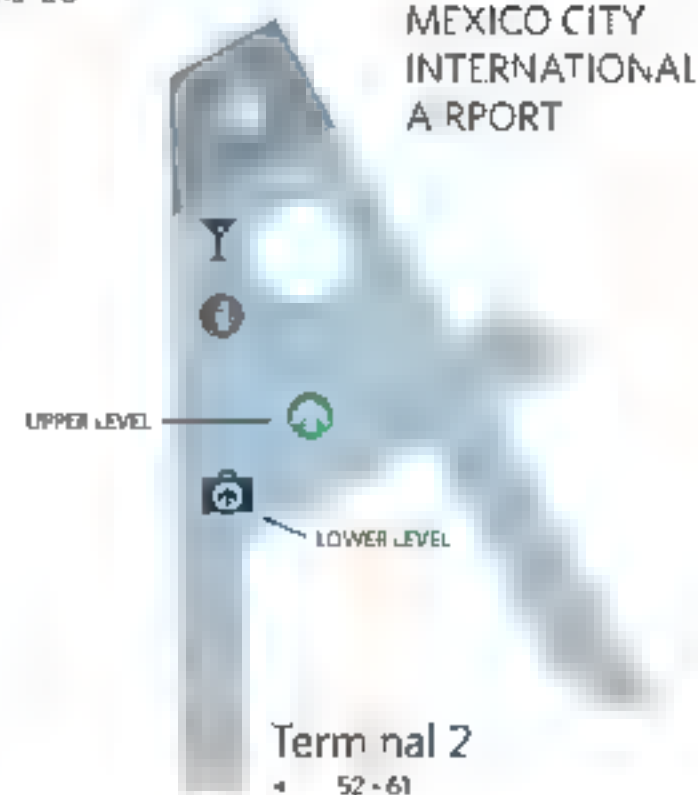
NRT TOKYO/NARITA INTERNATIONAL AIRPORT

Recharge stations
available at most gates



Relax and Fly
NRT has two Delta
Sky Clubs on level
4F in the Terminal 1
North Wing

MEX MEXICO CITY INTERNATIONAL AIRPORT



Winning is a SNAP!

ENTER TO
WIN A \$500
SHOPPING SPREE!



HERE'S HOW IT WORKS:

1. Take a photo that shows off your style while getting ready for a trip, at the airport or in a destination.
2. Post it to Instagram using #jetsetstyle and mentioning @deltaskymag in the caption.

SIX LUCKY WINNERS will receive a \$500 Visa gift card from RetailMeNot and Sky to kick off 2015 in style! Visit RetailMeNot.com or download the RetailMeNot app to access thousands of online and in-store deals from your favorite retailers, so you can save money every day, all year.

RetailMeNot

SKY

No purchase required. Entry period begins at 2:01 a.m. on January 1, 2015 and ends at 11:59 p.m. on January 31, 2015. Must be a resident of the USA and be 21 or older to enter. For complete details and rules, visit deltaskymag.com/jetsetstyle.

WHO'S GAME?

A FEW HAPPY DISTRACTIONS

BRAIN TEASERS

See if you can solve these problems before your flight lands!

1

If A is 50 percent of B, what percent of A is B?

- (a) 1/250 percent
- (b) 25 percent
- (c) 40 percent
- (d) 50 percent
- (e) 125 percent

2

The following are dimensions of five rectangular boxes. Which box has a volume different from the other four?

- (a) 5 by 8 by 12
- (b) 15 by 16 by 2
- (c) 3 by 32 by 4
- (d) 3 by 4 by 40
- (e) 2 by 6 by 36

3

Complete the analogy: LULLABY : CRADLE

- (a) birth : marriage
- (b) barcarole : gondola
- (c) song : poem
- (d) carl : sonneteer
- (e) night : morning

Answers: 1. c, 2. e, 3. b

Kenken

Answers on page 29

4+	12X	2-	
		1	1-
2	3-		
2÷		2-	

14+		2÷		12X	
10+		8X		7+	
	3÷		5	2÷	
30X	4	90X			5-
		48X		1	
2÷			9+		3

EASIER

HARDER

Sudoku

Answers on page 29

2								
			1	4	3	6		
			6	9		1		
9	1	4				8	3	
3								4
	6	2				9	7	1
		8		5	7			
	5	7	1	2				
							9	

				4	9	3		
		3			6	8		5
			5					7
7						6		3
			9	7				
8		1						2
9					8			
4	6	7			5			
	5	4	1					

Rules for Kenken

1. Each row and each column must contain the numbers 1 through 4 (easier) or 1 through 6 (harder) without repeating.
2. The numbers within the heavily outlined boxes, called cages, must combine using the given operation (in any order) to produce the target numbers in the top-left corners.
3. Freebies: Fill in single-box cages with the number in the top-left corner.



Help a Hero, Donate Your Miles Today

Through generous donations from Delta SkyMiles® members like you, our Hero Miles program has provided thousands of flights to wounded, injured and ill service members and their families. To find out how you can donate miles, visit Delta.com, select SkyMiles, then Use Miles, then Donate Miles and look for the Hero Miles logo. On behalf of Fisher House, thank you for being a hero to our brave military and their families.

We encourage you to find out more about Fisher House programs by visiting us online at www.fisherhouse.org or by calling (888)294-8560.



Special thanks to Delta Air Lines for donating space in support of Fisher House Foundation and our Hero Miles program. We are grateful for your partnership.



WHO'S GAME?

Across

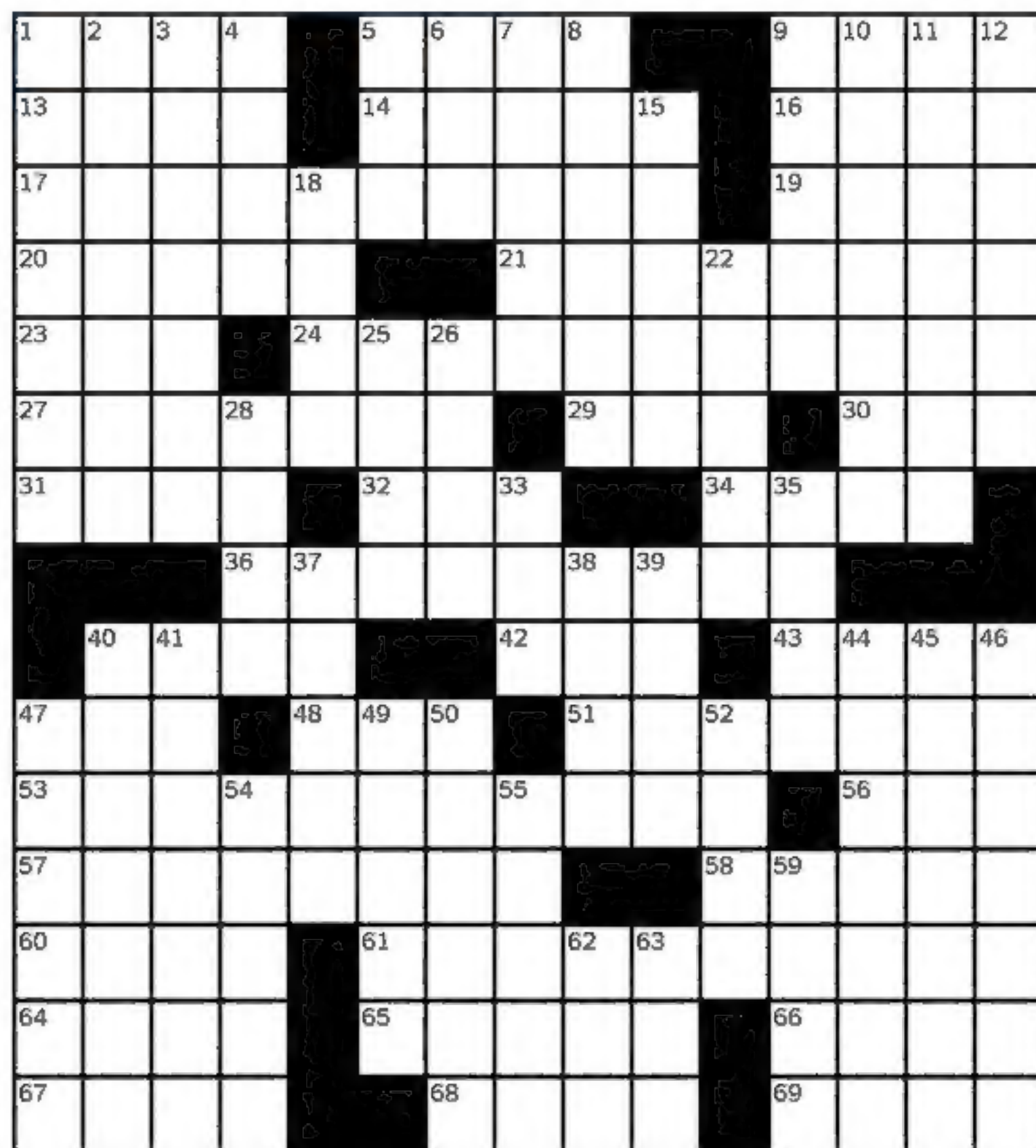
- 1 "Take ____"
(1994 Madonna hit that was #1 for seven weeks)
5 Formal, maybe
9 Formal wear accouterment
13 St. Petersburg's river
14 "Peanuts" kid with a security blanket
16 Build muscles, with "up"
17 Genre of Verdi's "Jérusalem"
19 Lens holders
20 "Come In!"
21 *Fist of Fury* star, 1972
23 Chapter 52, formally
24 Guacamole base, in British lingo
27 Making the rounds?
29 Yang's go-with
30 Cause of a blowup?
31 Cannes showing
32 Sound from a window ledge
34 Do some housekeeping
36 Used a crowbar on, say
40 ____ facto
42 Crime lab sample
43 Amt. of cooking oil, maybe
47 Spanish she-bear
48 Face the pitcher
51 Boorish
53 Robert Redford's "great" 1975 role
56 Vote for
57 Where you might pick fruit while it's still green
58 Palliates
60 Something false in the Bible?
61 Lowdown... or a hint to 17-, 24-, 36- and 53-Across
64 Tizzy
65 "Please, I can do it"
66 Violinist Leopold
67 "Hey, José!"
68 Tire swing part
69 Appalachians, e.g.: Abbr.

Down

- 1 Good-looking?
2 "Apollo and Daphne" sculptor
3 Warm response from a crowd
4 Decline
5 Gaza grp.
6 Engraved letters?
7 End of an ancient period
8 Lexicographer James who was the O.E.D.'s first editor

EDITED BY WILL SHORTZ


(Answers on page 29)



- 9 ____ throat
10 Facilities
11 Accidental
12 Much of Arabia
15 ____ Arabia
18 In need of some color
22 Publisher Nast
25 End of a famous boast
26 Platte Valley native
28 Workout count
33 Screwy
35 Golden rule preposition
37 Bomb squad member

- 38 "Movin' ____"
39 Glazier's unit
40 Words before "... and that's final!"
41 Soap ingredient
44 Takes over the assets of, as a partner
45 Make more inclined
46 *Star Trek* weapons
47 Studious-looking
49 Shower time
50 Many a Taylor Swift fan
52 Tribe of the Canadian Plains

- 54 What a big mouth might have
55 Basil-flavored sauce
59 Singer Lambert
62 Little handful
63 Syllable repeated after "fiddle"



WHY DO PEOPLE TRAVEL THOUSANDS OF MILES FOR ONE OF OUR SMILES?

THE ATLANTA CENTER FOR COSMETIC DENTISTRY, founded by Dr. Debra Gray King in 1987, is one-of-a-kind haven for your smile transformation. World-renowned for enhancing the smiles of many celebrities, it has also transformed the lives of thousands of people from all walks of life, from doctors, to soccer moms, to business executives and beauty queens. The transformation process here is performed quickly, with lots of pampering, and minimally invasive techniques.

Your smile and oral health are very important. If you have been thinking of enhancing your smile, you owe it to your self to seek out the best. After all, your smile is not the place for on-the-job training. To get optimal results, it takes a well-trained, experienced doctor-artist. Dr. King is one of only a few dentists in the world to be an Accredited Fellow, which is the highest level of competence in the prestigious American Academy of Cosmetic Dentistry. She also has been extensively sought out as an expert on dental trends in the media, including CBS, CNN, Fox News, The Doctors, Extreme Makeover, Entertainment Tonight, *The Wall Street Journal*, *Time*, *InStyle*, *Vogue*, *Glamour*, and *USA Today*. To arrange a consultation, or for more information, please visit our website or call.

You will love your new smile!



Scan for a free eBook!



**ATLANTA CENTER FOR
COSMETIC DENTISTRY**

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CAN YOUR CARD MAKE TRAVEL ON DELTA A LITTLE BIT EASIER?

MY CARD CAN

The Card that gets you a **First Checked Bag Free**¹
and **Priority Boarding**² on every Delta flight.



1.800.SKYMILES or MYCARDCAN.COM

FIRST CHECKED BAG FREE | PRIORITY BOARDING

¹Benefit is limited to Basic Card Members (not Additional Card Members) with Gold, Platinum, or Reserve Delta SkyMiles® Credit Cards. Reservation must include the Basic Card Member's SkyMiles® number. Fee waiver also available for passengers traveling in the same reservation as the Basic Card Member. Maximum nine waivers per reservation. Waiver is only for normal bag fee, if any, for the first checked bag that is not overweight and not oversize under Delta's applicable rules as set forth in Delta's contract of carriage. Additional checked bags will be subject to the applicable baggage fees as outlined by Delta's rules and the purchased fare as set forth in Delta's contract of carriage. The first checked bag fee waiver will only be applied on flight segments which originate on a Delta or Delta Connection® carrier when you check in with Delta for both a Delta-marketed and Delta-operated flight. Codeshare flights are not eligible. New Card Members and Card Members upgrading from another Delta SkyMiles Credit Card product will be eligible for the checked baggage fee waiver benefit after receiving their Card from American Express. Offer terms and conditions subject to change. Additional restrictions may apply.

²Card Members are entitled to receive Zone 1 Priority Boarding on Delta flights. Benefit is limited to Basic Card Members (not Additional Card Members) with Gold, Platinum, or Reserve Delta SkyMiles Credit Cards. Reservation must include the Basic Card Member's SkyMiles number. Priority Boarding is also available for passengers traveling in the same reservation as the Basic Card Member. Maximum nine passengers per reservation receive the Priority Boarding. Priority Boarding will only be available on Delta and Delta Connection carrier-operated flights. Delta does not offer Priority Boarding on Delta Shuttle® flights. New Card Members and Card Members upgrading from another Delta SkyMiles Credit Card product from American Express will be eligible for the Priority Boarding benefit after receiving their Card from American Express. Offer is subject to change without notice. Additional terms, conditions, and restrictions may apply. See delta.com/mycardcan for details.